

Dimensions

The cover features a collage of images. The top half shows several DLA staff members in business attire, including a woman in a blue suit, a man in a tan shirt and tie, and a man in a white shirt and tie. The bottom half shows a group of four smiling staff members (three women and one man) and a close-up of a soldier wearing a green and black camouflage helmet.

Defense Logistics Agency

Fall 2004

**DLA -
MOVING
THE NEEDLE**

Inside this Issue:

Climate and Culture

★★★ From the Director

I have said many times that I am committed to making the Defense Logistics Agency (DLA) a world-class organization and that improving our Corporate Climate is a major step in this journey. Think of how much we have done to provide support to our warfighters, how well we have performed, and then imagine how much better it will be when we improve our Corporate Climate. With the full engagement of all of our workers, we would truly run like an engine firing on all cylinders.

We conducted our 2003 Climate/Culture Survey throughout the Agency last summer. The results of the survey and actions to address the findings have high visibility throughout the Agency and continue to be part of the agenda when senior leadership gets together. The results challenge us to become aware of factors which affect our performance and empower us to assist in creating action plans to improve both individual and organizational performance to include job satisfaction.

Our work force has been implementing initiatives to address many issues revealed during the survey. For example, the Career Management Program for Executives at Defense Supply Center Columbus, Ohio, is a 2-year developmental program designed to develop executive level competencies and enhance associates' competitiveness for higher-level positions.

The Executive Development Workshop at Defense Supply Center Richmond, Virginia, presents managers and supervisors with leading-edge management concepts, models, and practices considered supplementary to their previous management training. Participants are exposed to innovations and advancements in human resources development, organizational development, and organizational effectiveness.

The Defense Distribution Center (DDC) Mentor Program is designed to enhance leaders' skills and further improve the level of job satisfaction enjoyed by



DLA and DDC employees by building and expanding the skills of their supervisors.

The next climate/culture survey scheduled for administration to all DLA employees in October and November 2004 will continue to help us gauge our progress in leveraging our culture and climate to meet DLA's strategic goals and the steps managers are taking to develop action plans and programs to address the survey results.

We are all committed to moving the needle toward excellence. ♦

KEITH W. LIPPERT
Vice Admiral, SC, USN
Director

Dimensions

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Defense Logistics Agency

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Organizational Culture and Climate Demystified

By Scott Nier
DLA Human Resources Strategy
Human Resources, J-1

Now that the Defense Logistics Agency is assessing both organizational culture and climate, employees are asking “what is the difference between the two, and why are they important to DLA?”

Organizational culture is often thought of as “the way we do things at DLA.” It guides how we behave as a work force inside the organization, as well as our interactions with DLA’s external environment, including customers, Congress and potential competitors. DLA is interested in evaluating its organizational culture because, while often seen as intangible, culture is extremely powerful and pervasive and can be a major barrier to the implementation of an organization’s strategic objectives. A clear understanding of the organization’s culture is critical to leveraging the organization’s strengths in support of strategic objectives and long-term success.

Organizational culture is more than a vision or value statement developed by a senior management group at an off-site. Often, there exists a discrepancy between what an organization strives to achieve and the assumptions and beliefs its employees actually espouse.

DLA’s use of the Denison culture model and sur-

vey enabled management to recognize some of the discrepancies and to determine gaps between the existing culture and the preferred culture necessary for success. Management is using the survey results to structure programs and activities to reconcile any disparities.

The DLA Enterprise Leader Development Program was developed based upon the analysis of the results of both the Climate and Culture Surveys. Studies have repeatedly reinforced that high-performing organizations recognize and leverage the strengths of their corporate cultures in the same manner in which DLA has chosen.

Organizational climate can be best described as employees’ shared understandings about their jobs, supervisors, peers and top management, as well as other factors such as communication, trust, performance management and recognition. These communal perceptions form the organizational climate and influence individual productivity and the ability of the organization to achieve its objectives.

DLA’s Climate Survey results challenge us as the employees to become aware of these contributing factors and empower us to assist our leaders in the creation of action plans to improve both individual and organizational performance, and job satisfaction.

The common denominator between organizational culture and climate is that leadership and management practices largely create and maintain the organization’s culture and climate as illustrated in figure 1.

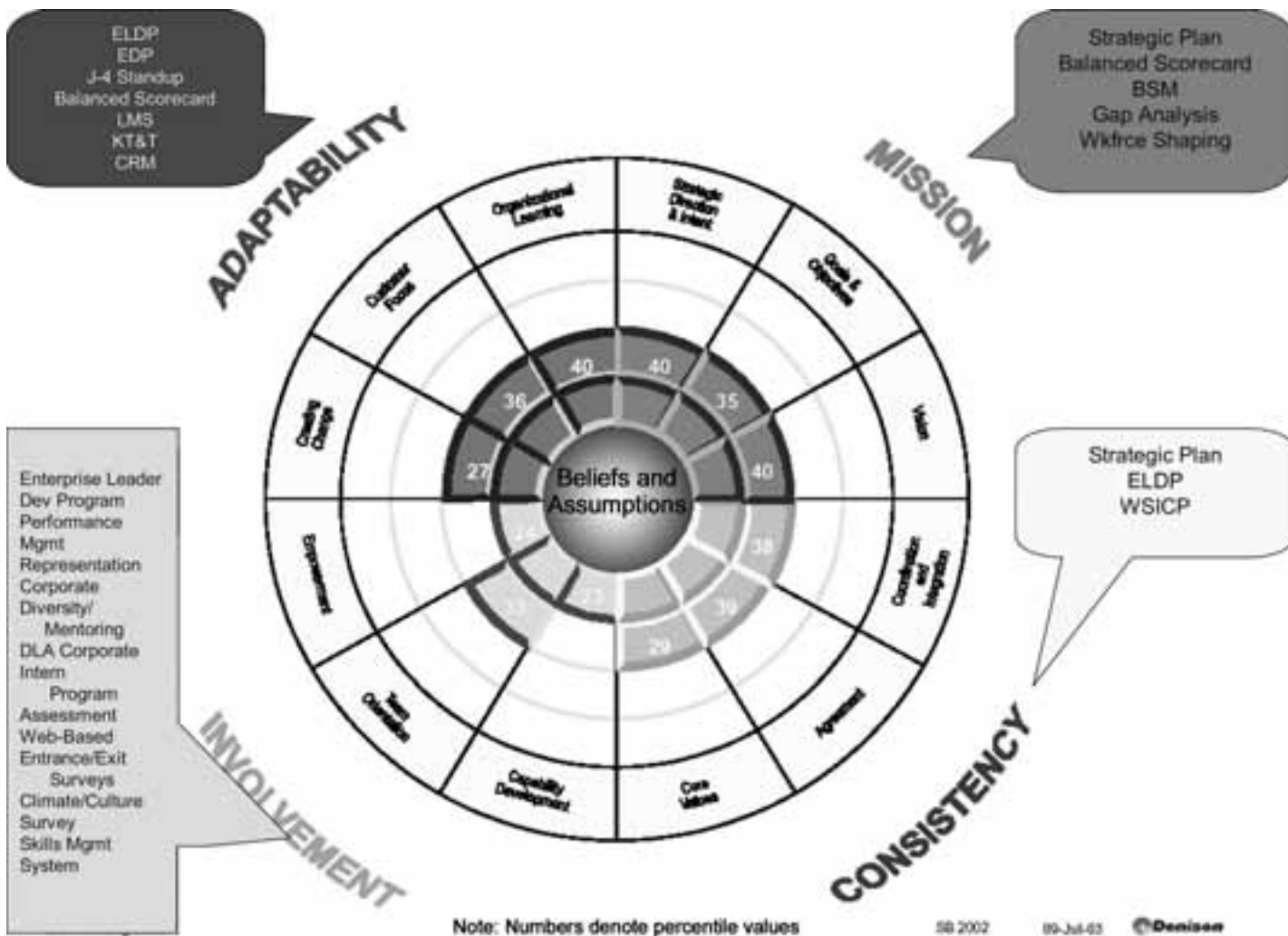


Figure 1

The next climate/culture survey, scheduled for administration to all DLA employees in October/November 2004, will continue to help us gauge our progress in leveraging

our culture and climate to meet DLA's strategic goals, and the steps managers are taking to develop action plans and programs to address the survey results. ♦

Denison Model



Working Group Plans Agency Enhancements Through Leadership Strengthening

By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office

Associates will be glad to know that their opinions matter to Defense Logistics Agency leaders. Following the 2002 and 2003 Agency-wide Climate and Culture Survey, many groups are still working hard to implement suggestions and enhance criteria noted in survey results.

The DLA Leader Development Working Group is one of those groups, and the group's main effort is to "enhance leader development." The group was formed in March 2003 and includes representatives from DLA headquarters and all field activities.

Meeting once per quarter, and other times via video teleconferencing, the group discusses new

initiatives, programming and training possibilities for leaders throughout the Agency.

"The senior leaders determined who would be in this group and it truly is multifunctional," said Kevin McKenna, a DLA human resources strategist, noting that each person in the group is committed to implementing an innovative leader development program.

The group suggested and helped establish the DLA Leadership Council, in which first and senior-level supervisors discuss Agency concerns and exchange ideas. The council's second meeting was held Feb. 3-4 at DLA Headquarters.

"Developing leaders is the most significant way to strengthen our culture," said Jacqueline Williams, a DLA human resources strategist and working group chair.

During the working group's meeting at the DLA Training Center on the Defense Supply Center Columbus installation, members also worked to finalize the DLA Leader Development Working Group charter.

"When they come, they are actively engaged," said Paula Kluczynski, lead, DLA Training Center Leadership and Management Development Team. "All members are committed and give valuable time to the group, and we are thankful for their contributions."

By early next year, the group plans to have provided leader development opportunities throughout the Agency, and still be working hard to develop new programs. ♦



Four working group members discuss ideas at the DLA Leader Development Working Group meeting. From left are DLA human resources specialist Shonna Eagleton, DLA personnel psychologist Kimberley Hawley, DLA Command Security staff director Frank Nekoba and DLA human resources strategist Kevin McKenna. The meeting was held at the DLA Training Center on the DSCC installation. (DSCC photo by Chuck Moffett)



DLA Leader Development Working Group Chair Jacqueline Williams presents objectives for the two-day meeting in Columbus. (DSCC photo by Chuck Moffett)

DLA Increases Leadership Preparation and Development

By Heather Athey
DLA Public Affairs

On Nov. 24, 2003, Defense Logistics Agency's Senior Leaders approved the Enterprise Leader Development Program, in response to concerns about leadership voiced by Agency personnel in the 2003 Climate/Culture Survey.

After digesting the survey results, top executives recognized merely having solid leaders in key positions was not enough, commented one employee from DLA Headquarters, Human Resources (J-1). They believe with the many complex initiatives DLA is undertaking, such as Business Systems Modernization, Customer Relationship Management, Strategic Distribution and A-76, the Agency needs an excellent leadership team spread throughout its structure.

The new leadership development program is a comprehensive effort to strengthen and build DLA's leadership at every level. "We realized, how can leaders be expected to be top of the line when we haven't had a disciplined, Enterprise-wide program that focuses on all levels of leadership," said J-1 Director Jeff Neal. At the program's core is the concept that leaders at all levels are being called upon to manage and deliver transforming change, while simultaneously keeping DLA's historically outstanding support to America's warfighters intact.

The program outlines experience-based levels, called tiers, to incorporate non-supervisors, top executives and all managers in between. Tier I encompasses those employees not currently in supervisory positions, but who are interested in developing or enhancing their leadership skills. Tiers II and III include employees recently promoted to supervisory positions, as well as those with two to 10 years of supervisory experience. Supervisors with 10-plus years of experience fall within

Tier IV's parameters, while Executives comprise the population in Tier V.

DLA leader competencies are the common denominator throughout the tiers, with each of the nine outlining specific skills and abilities necessary for leaders to succeed. These competencies are the focus for all leadership development work within the program

DLA Leadership Competencies

- ❑ *Leadership*
- ❑ *Teamwork*
- ❑ *Oral and Written Communications*
- ❑ *Strategic Focus*
- ❑ *Responsibility*
- ❑ *Customer Service*
- ❑ *Professionalism*
- ❑ *Resource Stewardship*
- ❑ *Innovation and Initiative*

and the supervisors are rated against them. "The competencies are also consistent with the Denison corporate culture model, and thus they are linked to your culture survey feedback," said Neal.

Each tier employs a Leader Development Guide, incorporating the nine competencies, to provide an assortment of ways to build leadership skills. The competencies are a product of extensive research both inside and

outside the government, and at the Executive level, and are further supplemented by the corresponding Office of Personnel Management executive core competencies. The Guides are designed to be used by employees and their supervisors to plan developmental needs and activities.

By taking advantage of the developmental opportunities included in the Guides, employees will have concrete actions that will provide them opportunities to build relationships with peers and supervisors and frequent occasions to receive feedback on their efforts. Employees will also be able to participate in experience-based activities and have access to a variety of educational offerings, both classroom and online. Additionally, employees will have an array of tools at their disposal, including a mentoring guide, an eWorkplace Leadership Web site, an essay program, an awards program and leader forums, for use in completing the program.

For those who are currently supervisors, they will have the opportunity to participate in Multisource Feedback, which is a process of providing information to a supervisor from their peers, direct reports and managers on their behavior consistent with the desired DLA culture. This information provides valuable feedback regarding strengths and areas for improvement. Research on this subject shows this as one of the most effective techniques to develop leaders.

The developmental time required of each new supervisor is proportionate to the amount of experience he or she already has. In Tier II, new supervisors must complete a minimum of 146 hours of training and development over a period of two years. Supervisors in tiers III, IV and V must fulfill the 40 hour continuous learning requirement over two years.

The total time investment at each Tier is directly linked to what the

See Increase, page 8

Increase, from page 7

supervisor and employee plan and execute from the employee's Individual Development Plan. "Supervisor support is most critical with our new supervisors of less than two years," said Neal. "That's why the program includes a very structured approach for new supervisors that cannot be accomplished without their manager or supervisor." The close support includes working with the new supervisors to conduct quarterly progress review discussions to both measure the completion of both online and in-class components, and provide feedback on the new supervisor's progress.

"Enthusiastic leaders don't wait," commented Sandi Miller, staff director for the Human Resources Strategy office (J-12). "It is expected that employees in all Tiers will take the initiative to manage their own development rather than waiting on their supervisor to arrange development opportunities. In fact, the highly motivated will take the first step and be at their supervisor's door discussing development options."

Some of the program's components are readily available now for supervisors to take advantage of, but additional

pieces, such as those requiring preparation and/or development, will be delivered later. The components will roll out between 2004 and 2006.

"Creating a quality product for each of the components requires some time for design and development," said Leader Development Program Manager, Jacqueline Williams, "So we ask for your patience as the program rolls out."

The Leader Development Program is slated for rollout in several stages, with information provided to DLA employees as it becomes available. DLA's internal news Web site, Today and Tomorrow, will provide articles and information under the "Hot Topics" tab. Additionally, employees will be able to access the Enterprise Leadership eWorkplace via an icon on their desktops, for updated information on the program.

The Leader Development Working Group members are another valuable source of information on this program, and can provide hard copy documents should an employee not have access to a computer.

Please contact J-1 for information if your organization is not listed. ♦

Working Group members are:

J-1 – Jacqueline Williams

J-3 – John Wrend

J-4 – Mark Melius

J-6 – Miles Holtzman

BSM – Kathy Jay

CSOC – Mahlon Boyer

CSON – Kim McDonald

DAPS – Teresa Brantner

DDC – Kim McDonald

DESC – Bertha Lopez

DLIS – Renee Hubbard

DRMS – Deanna Smith

DSCC – Kelly Hilleary

DSCP – John Dougherty

DSCR – Gil Perkins

DSS – Frank Nekoba

DTC – Paula Kluczynski

Creating a Customer-focused Corporate Culture

*By Jim Katzaman
DLA Public Affairs*

The Defense Logistics Agency Corporate Board has reinforced the customer focus in DLA's Strategic Plan and Balanced Scorecard by adapting a leading corporate culture model. The model will provide tools to assess how well DLA's culture and leaders support its transformation to a customer-focused organization.

Denison's Culture Model, Assessment and Multi-Source Feedback Instrument include four externally and internally-focused traits of corporate culture found to link to bottom-line performance: adaptability, mission, consistency and involvement. DLA will gauge how well it

performs based on specific aspects of culture within each of those areas.

"We want to ensure our work force is enabled and empowered to deliver and sustain logistics excellence," said Scott Nier, personnel psychologist in DLA's Human Resources Strategy Office. "Our ultimate goal is to create and manage a customer-focused corporate culture."

Balanced Scorecard, he explained, includes a learning and growth quadrant, which is where DLA's use of the Denison model comes into play. This portion of the Balanced Scorecard calls for the identification of aspects of culture that directly support a customer-focused corporate culture based on employee perceptions about the culture obtained from an

assessment.

Since it was formed in late 2001, the DLA Corporate Culture Workgroup, composed of representatives from across the Agency, researched various approaches to identifying the desired aspects of DLA culture. The group found the Denison culture model with the four traits and 12 aspects of culture present in high-performing, world-class organizations. The Denison culture survey assesses how well an organization compares to the culture model and other higher and lower-performing organizations that have also used the survey.

The multi-source feedback instrument is an automated assessment tool to measure leadership's adherence to these 12

desired aspects of culture in DLA.

The Denison Model is the result of 15 years of research by Dr. Daniel Denison, formerly of the University of Michigan Business School, and currently professor of Organizational Development at the International Institute of Management Development in Lausanne, Switzerland. Denison's model links organizational culture to bottom-line performance measures such as customer satisfaction, quality, innovation, employee satisfaction and turnover.

The model is the basis for two diagnostic surveys, the Organizational Culture Survey and Leadership Development Survey, developed by Denison and William S. Neale. These surveys have been used by more than 500 organizations worldwide.

Denison has found that the four culture traits of adaptability, involvement,

consistency and mission can have a significant impact on organizational performance.

"Adaptability," Nier said, "assesses how well we listen to the environment. We should be looking at patterns, trends and the overall environment and translate the demands of the environment into action."

Involvement asks, "Are our people aligned and engaged?" according to Nier. This area takes commitment, ownership and responsibility to show how DLA is building human capability, ownership and responsibility.

Consistency measures systems, structures, and processes while asking, "Does our system create leverage?" The goal in this quadrant is to define the values and systems that are the basis of a strong culture.

Mission will look at DLA's direction, purpose, and blueprint to answer the

question, "Do we know where we are going?" In the end, according to Nier, we must define and communicate a meaningful long-term direction for the organization.

DLA acquired the Denison culture model and survey and then conducted the assessment throughout the Agency in May-June 2003.

Traditionally, organizational culture surveys have taken a behavioral approach making it difficult to link the results back to bottom-line performance, according to Nier. He said the upcoming DLA climate and culture survey will enable leaders, key stakeholders and employees to understand the impact their culture has on their organization's performance and learn how to redirect their culture to improve organizational effectiveness.

The next survey will be conducted in October/November 2004. ♦

The J-6 Climate/Culture Initiative: a Corporate Focus Tempered with Organizational Considerations

By Col. Joseph Cassel
Miles Holtzman
Shawn Magill
Steve Sherman
Information Operations, J-6

The Information Operations Directorate (J-6) serves as Defense Logistics Agency's knowledge broker, providing comprehensive, best practice information technology support, to numerous customers both inside and outside the Department of Defense. This service takes many forms to provide the highest of quality in information systems, customer support, efficient and economical computing, data management, electronic business, and telecommunication services. This same service is also ultimately dependent on the good efforts of the individuals who make up the J-6 "family."

In DLA's recent enterprise services initiative, this organization has grown from a few hundred to several thousand people. As a result of this effort, one IT organization will now be providing equal or better services, using standardized processes with an enterprise-wide approach to management. However, going through this transformation has required a thoughtful approach in the way J-6 considers corporate initiatives from the perspective of organizations at the local level. Such is the case with the 2003 Climate/Culture survey.

The following vignettes provide a clear example of how three of our larger component organizations have acted upon the results of the aforementioned survey. As we continue to evolve together, it is J-6's intention that the entire organization benefit from our collective lessons learned

and move together as a unit as we continue to deliver world-class service to the warfighter.

Defense Logistics Information Service

The ability to lead, follow, and communicate are critical to DLIS's success in sustaining its reputation as the Department's premier logistics information broker. In its daily operations, DLIS provides interoperable, integrated, quality logistics data and enterprise IT solutions for joint warfighters, the Military Services, other Federal agencies and international partners. All of these activities, taken together, continually optimize the effectiveness and efficiency of the DOD supply chain.

Like other organizations within DLA, DLIS learned many lessons from previous organizational surveys and has taken proactive steps to

See Climate/Culture, page 10

address the issues that were revealed. Its 2002 survey indicated a need to concentrate on improving such things as communication, skills possession and utilization, trust, and customer relations. DLIS took many different approaches to improve communications including: holding more all hands and all supervisor's meetings; initiating "Ask the Commander" which allowed its employees to anonymously ask questions directly of the Commander; instituting communications teams; holding more weekly staff meetings; teaming with the union; holding topical town halls; DLIS information fairs; establishing a DLIS intranet page; and holding public forums.

DLIS addressed skills possession and utilization by streamlining the process it used to identify skills gaps within the organization. Training initiatives are now directly linked to and align with its strategic goals and objectives. It has created further opportunities for leadership development by providing professional training and through other resources available in its on-site library. DLIS has also made a point of strongly promoting and encouraging its employees to take advantage of what DLA has to offer in the area of leadership development. These steps, taken together, have resulted in positive strides in those areas that were previously identified as needing improvement.

DLIS continues to seek and apply innovative solutions to create the best environment for its employees. To that end, it embraced the principles and results of the 2003 Denison Culture survey which pointed out several opportunities for improvement:

- Adaptability – "Are we listening to the marketplace?"
- Consistency – "Can we execute and create leverage?"
- Involvement – "Are our people aligned and engaged?"

After having briefed the results of the Culture survey at all levels and having posted it for all to review,

DLIS actively began working to make improvements in these areas by developing action plans which were aligned to current business plans, strategic goals and objectives. As a result of the 2003 survey, it has developed and implemented several programs. The organization remains committed to monthly formal employee recognition ceremonies where the commander publicly recognizes outstanding performance. It has held numerous public recognition ceremonies awarding many certificates. In June 2004 it estab-

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lished a formal mentoring program at the GS-11 -- GS-14 grades as another means to continue its efforts to develop its leaders of today and tomorrow.

DLIS continues to strive for new ways to improve the working environment for its employees while still balancing its goal of providing top quality service to its customers. As experience has shown, the satisfaction of the customer is directly

linked to the satisfaction of the employee.

Document Automation and Production Service

Chartered in 1949, DAPS is a major force for technical innovation and practical implementation in the rapidly growing fields of document automation and knowledge management. It stands ready to assist its customers in meeting their document needs as it moves into the advanced electronic environment of the 21st Century.

DLA conducted its Climate and Culture survey during the summer of 2003. For the employees of DAPS, the survey could not have come at a more intense and concerned time. DAPS had implemented its Most Efficient Organization just months before, following an A-76 competition. At the beginning of 2003, DAPS became one of the subjects of the DOD Management Initiative Decision #909 (MID#909), calling for the transfer or alternative sourcing of DAPS. It was during this "Perfect Storm" of challenges to its existence that the survey was distributed.

DAPS, over its long history, has weathered adversity before. For the reasons mentioned above, the employees' responses to the survey's questions concerning "mission" were predictably low when they were asked if they knew where the organization was going. It was eventually determined that DAPS would remain with DLA, but at the time of the survey there was uncertainty of what the future would hold.

DAPS employees were unwavering when it came to answering the survey's questions about Customer Focus. Even though they were concerned about their jobs, the employees more than proved what they meant in those responses by steadfastly keeping their commitment to customer service. This dedication contributed directly to DAPS posting the best financial year in its history despite the controversy swirling around the organization.

Compared to the 2001-2002 survey and despite MID 909 related worries, DAPS showed improvement in such areas as job satisfaction; diversity; performance and trust. After carefully reviewing the 2003 survey's statistics, a DAPS review team found several consistent trends that required action:

Communications, both vertically and horizontally, within DAPS needed to continue improvement.

Improvements to the Awards and Incentives Program were required in order to ensure organization-wide understanding and consistency.

Employee training and career development opportunities needed to be revitalized and focused.

Supervisors and the leadership of DAPS (particularly first line supervisors) required more "care and feeding" to ensure consistent knowledge and actions.

The results of the survey and the areas of concern were communicated to the DAPS work force through a series of global e-mails and presentations. Multi-level teams were formed to address the concerns. Each team created proposals on how to proceed and DAPS Corporate Program managers were assigned responsibility for implementation. The teams were to ensure any actions taken were in coordination with the overall strategic planning goals of the organization. The DAPS work force was notified of the composition of the teams, their goals, and timelines. Monthly global e-mails continue to be distributed by the DAPS director to keep employees informed of each team's efforts.

Considerable progress has been made in all targeted areas since the inception of the teams:

The DAPS Employee Communications Team, which includes production employees from across DAPS, has been restructured and revitalized. ECT members are charged with bi-directional communications between the work force and DAPS leadership. One of the products coming from this group is a

monthly DAPS Director Update.

In support of the Awards and Incentives Program, all team members are contributing to the effort to complete a revised instruction by the end of May 2004. An extensive communication and implementation effort is planned.

To improve training opportunities, more emphasis has been placed on the organization's commitment of at least 40 hours of training for each employee. Much more emphasis has been placed on the completion and quality of employee Individual

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Development Plans. DAPS uses the online training service, SkillSoft, to offer 1500 courses to its employees via the Web. The SkillSoft site has been revamped to make it even more effective for DAPS employees -- updated course content and ties to various reference sources.

DLA's Executive Leadership Development Program has recently been announced. This has been communicated throughout the orga-

nization and the information has been posted to the InsideDAPS internal Web site for all employees to review.

DAPS continues to strive to improve the climate and culture for all DAPS employees. A recent assessment presented at the DLA Senior Leaders Conference in April 2004 shows DAPS as one of the DLA leaders in efforts for improvement with its strategies in the targeted areas.

Defense Automatic Addressing System Center

DAASC has been a computing center supporting DoD for nearly 40 years. DAASC's primary business is the routing of electronic logistics requisitions between various federal activities.

Throughout its history, advancement to supervisory, management and leadership positions in the organization was primarily associated with demonstrated technical competence. Technical knowledge was the nearly exclusive factor for moving into the higher paying supervisory and management positions. DAASC's division chiefs and key personnel rose from the entry level ranks to their positions through many years of lateral reassignments and promotions across boundaries of the organization that developed a fully rounded knowledge of DAASC operations. However, they were not always afforded a formal supervisory development or certification program. Further, the continued advancement of technical knowledge received overemphasis as compared to the development of supervisory skills. The overwhelming focus on technical task management and accomplishment to the general exclusion of core supervisory competences, particularly learning how to effectively communicate and resolve conflict, distanced the leaders from the work force.

DAASC participated in the Culture and Climate surveys conducted at the beginning of fiscal 2003. Kimberly Hawley, a DLA Headquarters personnel psychologist,

facilitated two focus group sessions with a cross-section of non-supervisory personnel. The results were captured in a report that addressed the concerns of the work force in three areas: Empowerment, Capabilities Development and Leadership. Some of the specific concerns included:

- A “disconnect” between the work force and its understanding of the goals, objectives, key issues, and priorities of the DAASC organization and DLA.

- Limited communication flow across organization boundaries.

- Limited professional growth and advancement opportunities.

- Promotion practices were viewed as unfair.

- Employees felt underappreciated.

- Managers/supervisors were not easily approachable to discuss personal issues.

The sense of the climate in DAASC revealed from the focus group report indicated a need to return to some basics of leading, supervising, and managing an organization.

In efforts to understand the climate, culture, behaviors, and attitudes that were influencing the perspective of work force, some immediate communication improvements were initiated. Town hall or all hands sessions have been conducted approximately every 6 to 8 weeks, during which time current information about key DLA initiatives were presented. Each of the division directors and several managers of DAASC programs provided a summary presentation of the key activities occurring within their organizational component. Open dialogue with the work force resulted in exchanges that allowed the work force to ask questions directly of the DAASC leadership team. Other communication improvements instituted include increasing the frequency of staff meetings and use of global e-mails from the director to inform the DAASC work force of

accomplishments in individual organizational components. Awards have been changed from an annual event associated with performance ratings to recognitions for special acts and significant accomplishments by individuals and teams as they occur throughout the year. All of these efforts are supplemental to the DLA corporate initiatives to improve knowledge of DLA, such as the *DLA Today & Tomorrow* and eWorkplace tools on the employee desktop.

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Another major communication channel was also moved into reality with the formation of the Voice of the Work force. The DAASC VOW, modeled after the DAPS ECT, was implemented to provide another forum for the voice of the employee to be channeled into constructive feedback to the leadership, allowing for improved focus on issues of greatest interest and concern to all employees. The VOW was officially chartered, elected its own officers, and includes representation from each organizational component of DAASC. The VOW chairperson

meets regularly with the DAASC director and deputy director to review work force issues and concerns and discuss ideas for deeper engagement of the work force in the direction of DAASC.

In recognition of the need to have a leadership team work as a cohesive unit in restoring a favorable work force climate, a professionally facilitated workshop was held. This event was designed to address a combination of pressures, including the climate/culture concerns expressed in the focus group report, competing demands for scarce resources and critical demographic challenges. This workshop was the first step in enhancing competence, knowledge and a shared focus on improving the culture and climate across the DAASC organization. Future sessions are already planned that will develop critical success factors to be incorporated into DAASC operations and performance plans, thereby bridging goals associated with mission and outcomes focused on adherence to DLA core values.

This article has focused on activities that are underway at only three of J-6's larger component organizations. With the new transformation alignments occurring this past summer and now this fall, the J-6 enterprise will nearly triple in size with accessions from as many as 10 geographically separated sites. Organizational change of this magnitude typically has its own inherent discomfort causing additional distrust and dissatisfaction within the organization's climate and culture. By tapping into the positive experiences of DLIS, DAPS, and DAASC, the J-6 leadership will apply successful techniques to the rest of the J-6 enterprise, including those only recently brought under the umbrella. By maintaining and improving our governance structures and communication channels, the new J-6 organization will effectively balance its focus on improving technical performance while increasing overall employee satisfaction with the organization to which they belong. ♦

University Workshops Train Both New and Experienced Supervisors

By Brenda Ryan
Defense Supply Center Richmond
Public Affairs Office

Whether it is new supervisor certification or training for veteran supervisors, Defense Supply Center Richmond, Va., is moving forward with programs to meet the needs of both groups.

The Defense Logistics Agency-wide program to certify new supervisors is under way at DSCR and offers new supervisors the opportunity to be trained beyond the technical skills of their jobs, ensure they have an enterprise focus, and that they receive mentoring and feedback from their managers.

Supervisors in their current position for some time must receive yearly supervisory training and some are now enjoying the classroom atmosphere at Virginia Commonwealth University, in Richmond, Va., where they can attend the DSCR Executive Development Program and fulfill the 40 hours of required training in a single week.

The program affords supervisors and managers the opportunity to achieve worthwhile results and contribute to the well-being of their colleagues and subordinates, while acting with respect, care and fairness regarding both internal and external environments.

Three different workshops furnish supervisors the occasion to enhance their skills as a supervisor.

The Executive Development Workshop presents managers and supervisors with leading-edge management concepts, models and practices considered supplementary to their previous management

training. The program introduces multiple management perspectives to expand the conceptual horizons of the participants and ultimately enhance their professional performance.

Participants are exposed to innovations and advancements in human resources development, organizational development and

ty to see different leadership styles and network with other DSCR leaders. This course showed me that even though all had different jobs and positions, we all have similar leadership issues. The workshop also helped me to further develop my leadership skills that will improve the overall team. As any good leader knows, a good team is the key to success."

The Supervisory Leadership Workshop places emphasis on topics such as leading change, managing upward mobility, developing an entrepreneurial management style, building coalitions and effective leader communications, and leadership styles and practices.

The workshop has hands-on exercises, role playing, group discussions and lectures, with films and videos to place concepts and practices in proper focus. In each segment, the workshop faculty presents state-of-the art topics for analysis and discussion, which will serve as a basis for contemplation or action by the participants.

The Women and Leadership Workshop provides DSCR managers and supervisors with concepts and models to enhance understanding and appreciation of the role of women as leaders.

Lilibeth De Los Santos, a contracting supervisor, attended the December session and commented, "I thought the workshop was very good. I look forward to using the knowledge and skills gained. I was very impressed by the instructor's profundity of knowledge and the total presentation of the workshop. It was great being in a classroom room environment with others from the center." ♦

The Defense Logistics Agency-wide program to certify new supervisors is under way at DSCR and offers new supervisors the opportunity to be trained beyond the technical skills of their jobs.

organizational effectiveness, and as a result, this workshop is viewed as the capstone to the program.

Don Rodgers, DSCR fire chief, attended the last workshop held in December and said, "Attending the Executive Development Workshop gave me the opportuni-

DDC Employees Name the Most Important Qualities of a Good Leader

By Jessica Walter-Groft
Defense Distribution Center
Command Affairs

In an effort to foster important leadership qualities, new initiatives like the Defense Logistics Agency Enterprise Leader Development Program and the Defense Distribution Center Mentor Program, are being rolled out this year. Designed to enhance the skills of the Agency's leaders, programs such as these are expected to further improve the level of job satisfaction enjoyed by DLA and DDC employees, by building and expanding the skills of their supervisors.

When reflecting on the qualities a good leader possesses, a few immediately come to mind such as: rewarding and recognizing employees, integrity, ability to complete the mission, interpersonal skills and communication. A recent poll conducted by DDC Command Affairs to determine the most important leadership characteristics demonstrated the above to be of significance, as supervisors and subordinates listed them repeatedly.

For most employees, receiving encouragement and validation makes all the difference in them going the extra mile to get the job done. "Recognizing what they did will motivate them [subordinates] to work better and harder," said Cecelia Gozar, transportation assistant at Defense Distribution Depot Yokosuka, Japan.

"A leader makes sure that their employees are rewarded for a job well-done," commented Marcela Owens of Defense Distribution Depot Europe's

Emergency Support Operations Cell.

Capt. Stan Johnson, SC, USNR, said a good leader "gives recognition by catching individuals doing things right."

Integrity

According to the polling results, employees expect their supervisors to be consistent, fair, honest and trustworthy. As DDDE Commander Lt. Col. Doug Nomura, USA, said, "Once you lose their trust, nothing else is going to work. In a business such as ours where change is imminent and flexibility is critical, subordinates need to have faith in their supervisors."

Materials identifier Linda Polk, Defense Distribution Depot Oklahoma City, Okla., believes "being honest and reliable" is necessary, and John Crain, director of Defense Distribution Depot Barstow, Calif., said, "A good leader is fair, honest and responsible for decisions."

Completing the Mission

A common response, and possibly the most obvious trait of an effective leader, is simply the ability to complete the mission. Most employees felt leaders must have a thorough understanding of the job in order to make informed decisions and oversee or delegate the work in order to complete the assignment.

Defense Distribution Depot Hill, Utah transportation officer Marge Satterlee said, "Leaders have to have an overall knowledge of the job," and DDOO supply technician Tonya Gore considered that trait to be "imperative in order to complete the mission."

"You need to be well-round-

ed, well-versed and know the job," explained Calvin Baker, Defense Distribution Depot Pearl Harbor, Hawaii, material handler.

Tom Brame, distribution processing expeditor at DDDE, compared a leader's role in completing the mission to putting together the pieces of a puzzle. "Each person has a piece and each piece has to fit in the right place at the right time. They come together to complete the mission."

Defense Distribution Depot Anniston, Ala., Commander Lt. Col. Kevin Kahley, USA, believes "providing direction and empowering employees" to be essential to completing the task. Capt. Robert Howard, commander of Defense Distribution Depot Norfolk, Va., said that empowering employees "helps them develop a sense of ownership and responsibility to carry out the mission."

Interpersonal Skills

Many employees said they enjoy working with their supervisors...when they have the right "people" skills. A leader's ability to relate to employees gives his or her team a sense of ownership and pride. As DDDE supply technician Lee Koldewyn said, a good leader "makes me feel that I'm part of the equation."

And part of making employees feel valued is to simply know their names. "A good leader takes time to learn employees' names," said Jo Linda Warren, support services assistant at Defense Distribution Depot Red River, Texas.

To some employees, having good interpersonal skills just means that their leaders motivate

them by staying positive. "People respond to a person who is personable rather than abrasive," said Satterlee.

Communication

Communication topped the list as the most important quality of an effective leader. More than half of the respondents polled included "communicating," "listening," or "sharing information" in their answers.

"A good leader must be able to communicate at all levels from the clerk to the commander. Knowing when and how to speak in any situation shows you have taken the time to learn what employees expect when you are

in their work environment," said Warren.

Rey Bantug, materials handler at DDYJ, said, "Communication plays an important part in leadership. [A leader] needs to listen to his people and accept their suggestions for the betterment of the system."

DDHU Deployable Medical Systems crane operator Mark Nixon said he considered a good leader to be "someone who really listens to their subordinates," and his coworker, medical products controller Mary Jane Wilson, added that it was important for a leader to give employees the facts in order to avoid specula-

tion.

Cmdr. Kent Vredenburgh, SC, USN, DDYJ commander, believes that effective communication is necessary so that employees understand the leader's vision and the direction of the organization. "Being able to articulate that vision clearly and unambiguously in order to inspire and motivate others is key."

Greg Mednick, deputy commander of Defense Distribution Depot San Diego, Calif., also understands the importance of effective communication. "It is important to communicate with and know the employees." ♦

Leadership Development Training Opportunity Open to DSCC Associates

*By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office*

Permanent Defense Supply Center Columbus, Ohio, associates at the GS-13 and 14 grade levels had an opportunity to expand their leadership capabilities by applying for a Tier III Mentoring Program Training Opportunity in June.

The Tier III program, also known as the Career Management Program for Executives, is a two-year developmental program designed to develop executive level competencies and enhance associates' competitiveness for higher-level positions.

The training includes development of Defense Logistics Agency managerial/leadership competencies, including leadership, teamwork, oral and written communications, responsibility/accountability, innovation and initiative, strategic focus, professionalism, resource stewardship and customer service.

The program consists of self-directed study, classroom training, rotational assignments and hands-on learning situations.

Each associate who is accepted into the program will be matched to an executive mentor and "each

person will have a first-hand view of the challenges and rewards that are a part of senior leadership," said BJ Johns, a DLA Training Center employee development specialist.

"The training will be done in addition to their regular duties in their current positions," she added.

Those who applied were competitively evaluated after submitting a written application and participating in a behavioral based interview. The selection panel consisted of three directors or deputies, the Equal Employment Opportunity manager and the Customer Account Manager.

Diane Circle, branch chief of Aerospace Weapon Systems Group Power and Transmission, was in the first group of Tier III protégés, which graduated in July. She said the most important lesson she learned was about herself.

"Like everyone else, I have a tendency to initially resist change, but this program offered me the wonderful opportunity to experience positions in other areas of our business, and I found I really do enjoy new challenges," she said. "This program has given me the confidence necessary to succeed in any new future role I may play.

"I would most definitely recommend this program to others," Circle said. ♦

J-3 Team Works to Improve Employee Perspectives on Workplace Climate and Culture

By Jeff Stagnetti
Logistics Operations, J-3

Editor's Note: As the team leader of the recently chartered Logistics Operations (J-3) Climate and Culture Team, Jeff Stagnetti was asked to prepare an open letter to his colleagues and a first person account of J-3's present state and where the organization is headed.

In late April, J-3 invited representatives from each J-3 office to participate on a team that would address issues employees had raised in the Defense Logistics Agency Climate Culture Survey. Aside from feeling a sense of community responsibility to the organization that I've been a part of since 2001, I decided to volunteer. I thought that it would be a nice change of pace from the grind of the day-to-day business management issues, such as business planning and performance assessment, that usually occupy my time. I also saw this as an opportunity to work with people I don't usually get to work with and to learn new things.

When our team was convened by the J-3 front office, we were given specific marching orders – we were charged with putting together a program to address the things that employees perceive as climate issues within J-3 – but we were also given pretty broad discretion in developing a program to fulfill that mission. The only real guidelines we were given were to make sure that whatever we did was both measurable and executable.

To me, as a performance assessment-type, that seemed pretty

reasonable. While I wasn't really sure where to start in terms of specifics, I incorporated the process that I've become so used to in my regular job to provide a road map. We discussed the need to identify the appropriate data and sources, establish a performance baseline, use the data and findings to identify specific things to try to change and recommend some specific changes. Later, we would need to check back to see what kind of impact was made from our proposed actions. But what data? And where would it come from? And how would we link possible changes back to the underlying issues? Thankfully, our team had resources to use.

Our first turn was to look to Human Resources (J-1), since they are the folks who manage the Climate Culture Survey for the Agency. In addition to helping us to understand the survey results, we learned that we could turn to them as a resource for other types of support as well. For example, J-1 will be facilitating focus groups with J-3 employees to allow us to delve deeper into the issues identified in the survey results. As we go forward, we have asked J-1 to work with us as we develop plans of action to address specific concerns expressed by employees as part of the survey and focus group processes.

In addition to talking to these subject matter experts, our team decided it would be useful to touch base with other organizations in



Logistics Operations (J-3) Climate and Culture team leader Jeffrey Stagnetti sits with other team members Lucy Capaldi and Herman Arce to discuss employee perception of the climate and culture of the directorate's work place. (Team member Fran Walinsky was not available for photo)

DLA that are recognized as doing a good job on climate culture matters. Defense Reutilization and Marketing Service, who had relatively high survey scores while managing a widely dispersed organization that is well into the A-76 process, is widely recognized as having an effective approach to cultivating an effective climate and culture in their work place. The key lesson we learned from DRMS is the importance of managing the health of your organization in the same way that you would manage your own personal health – view it as a priority, assess it and talk about it often, and consider it an ongoing part of life.

This lesson was put into context for us as we learned about the efforts of earlier J-3 teams that tried to fix some of the same things we are now charged with exploring. In particular, we looked at one team that was established a couple years ago that was charged with “developing a common-sense plan for addressing negative employee perceptions.” A few of the things the earlier team proposed have taken root (e.g.,

“Brown Bag Lunches”), but many did not – and a great number really weren’t even tried.

The question for us became how could the comprehensive program developed by this team of talented people gain more traction? The answer was related to the original charge put to the team. The requesters viewed the plan as the deliverable rather than the outcome of improved employee perceptions. This was one of those “Aha!” moments for our team.

We decided that while a plan of action is important (and we plan to leverage the ideas of our predecessors), making the management of climate-and-culture-related issues in J-3 an ongoing and regular management process could be the key. As a result, our team is pursuing improvements to the J-3 work place climate and culture as an iterative, ongoing process. We are also pushing a heavily communications-oriented flavor to everything we put forth.

Starting in May, climate and culture became a standing agenda item for at least one J-3 executive staff meeting per month. Our first brief to the J-3 management team focused on our team’s overall approach and philosophy; subsequent meetings will focus on briefings about specific issues. For instance, June’s meeting was set to be a discussion on the results of our first set of J-3 employee focus groups, scheduled for early June.

Our team’s philosophy can be summed up by the idea that perception is reality. We accept the methodology of the climate survey and the Denison culture model at face value. So rather than try to explain the results and perceptions away, we’ll just take them as they come. Understanding perception is good – rationalizing it is bad. We also believe in asking questions, and using the answers. That’s one reason behind the focus groups. Survey results are good in the aggregate, but

really changing things in a meaningful way requires an understanding of the context. Focus groups with employees will become a regular practice. It just won’t be something that is used before changes are made to an office or when the next survey is coming up. Focus groups will be a tool to collect employee perceptions. Having regular mechanisms for collecting employee perceptions is vital – recurring focus groups will be one of these important mechanisms.

On the communications front, the team is working with the E-workplace folks to develop an approach to leverage that tool – both as a tool for “pushing” information to employees, and as a vehicle for “pulling” information from employees. Once configured, the J-3 page of the E-workplace portal will enable employees to anonymously pose questions “to the boss” about a whole host of issues. This online question and answer capability will allow employees to both raise their concerns and make suggestions.

At this point some of you are no doubt asking, “Is management really serious about this?” and “Why will this time be different?” The reason I anticipate these questions is that I’ve already had several folks present these questions to me. Let me answer these in turn.

In the past months that we’ve been working on this, our team has spent a good deal of time with J-3 senior management. We articulated the need to consider climate and culture issues as a regular management process and to keep the issues in front of leadership. We made it clear that our team views success in achieving and maintaining workplace climate-and-culture-health as an ongoing responsibility – not something you worry about right after you get bad survey results and then forget about until the next time you get pinged. We got wholehearted acceptance of this approach from the J-3 senior management team. And this spoken commitment was

backed up with the allotment of time. When schedules were tight to fit in meetings with our team, management canceled other things to make time for us. This is quite encouraging.

As to why things will be different this time, I’m confident that there are many reasons why – but the most important in my mind relates back to my “other” job (i.e. assessing business performance). In my experience, the effect of ongoing management attention cannot be discounted in terms of its ability to cure many ills. In the past few years, DLA has made significant progress in the battle against backorders – and the reason for that was the emphasis placed on it by senior management. I see the same level of commitment to addressing our climate and culture related issues. In short, I think things will be different this time because addressing negative perceptions about climate and culture is a management priority.

The last point I’d like to make ties back to one of the first points I made regarding responsibility. The health and wellness of our organization is everyone’s responsibility. The J-3 Climate and Culture Team has a responsibility to serve effectively as a conduit to employee perceptions. J-3 Leadership has a responsibility to address the issues highlighted by the survey results. And perhaps, most importantly, all employees need to continue to participate and take ownership of the J-3 climate and culture. If you are invited to take part in a focus group, please do – and please be totally frank. When we get the E-workplace page set up, please use it. Send comments “to the boss.” Or if you prefer, talk to one of the members of the J-3 Climate and Culture Team. And check out the information that will be “pushed” to the J-3 section of the E-workplace site. Our J-3 climate and culture belongs to all of us, and we all need to do what we can to make it work for us. ♦

Making a Leadership Impact

By Celia F. Adolphi
DLA Joint Reserve Force, J-9

The faces, styles and perceptions of leadership are not universal, and it would be a very dull world if all leaders were alike. Practically speaking, the differences revolve around the leader, the follower, and the leadership situation. There is no cookie cutter or “one size fits all” approach to successful leadership.

Think of someone you consider a successful leader. Ask yourself these questions about them. Are they an inspiring leader? Would you follow or even emulate them? Are they effective? Do they capture the heart, mind and soul? Do they lead by example; have vision, energy and strategic direction? Do they rouse people to be engaged and committed to the organization's mission and goals?

Robert Goffee and Gareth Jones have boiled down 25 years of extensive leadership research into a theory that four universal qualities set individuals apart as inspirational leaders. The identification of these qualities, published in the September-October 2000 Harvard Business Review, rose from their years of academic and consulting experience. The four qualities alone will not make an inspirational leader. It takes all four in tandem.

Show of weakness. To followers, leaders who share or own up to a weakness or flaw show that they are human. In other words, leaders aren't perfect and shouldn't be expected to be perfect. Showing one's human side results in greater trust and solidarity between leaders and followers and also proves that leaders are charismatic and approachable. In the right context, genuine revelation of a weakness can be turned into strength or even a coaching point. A willingness to tell a humorous story about oneself is a positive way to break down barriers.

Reliance on intuition. Leaders may use their instincts or their ‘sixth sense’ in a variety of ways. One way is to project the future environment. Intuition is useful in detecting problems in the work force or with relationships, without even asking questions. Situational sensing is like picking up a radio signal – the signal can be strong, weak or distorted. Astute sensing skills, framed by situational reality, help leaders determine when and how to act.

Management by tough empathy. Like tough love, tough empathy means giving people what they need, not necessarily what they want. This does not mean that leaders don't care about their followers, it means that leaders who embrace tough empathy know how to balance respect for their followers and the task at hand. Employing empathy should be a natural part of the work ethic, not the result of interpersonal skills

training. Inspirational leaders care passionately about their people and the work they do. Warren Bennis, a University of Southern California professor, who has written extensively on leadership and management, says that “good leaders make people feel good, that they're at the very heart of things, not at the periphery.”

Revelation of differences. Leaders who are considered inspirational capitalize on what makes them unique. That uniqueness can be subtle or apparent. It may be as distinctive as a style of dress, a handshake, an emotion or expertise. Leaders can use their uniqueness to signal a necessary separateness, but also to draw followers closer. Separateness or distance can also be used as a motivator. If leaders are too embedded in the follower pack, they are not keeping a social distance. Then, when necessary, it is difficult to step up, motivate and apply tough empathy. There is also danger in overdoing difference. Leaders can lose contact with their followers, stop being good sensors and fail to show their caring side. A general I once worked for would give a hard punch into a person's chest and yell “hooah,” to motivate and thank people for a job well done. It endeared him to his subordinates, and now, years later, I realize that this unique, somewhat abrasive action, this unique difference, was the mark of an inspirational leader.

Of these four qualities, Goffee and Jones believe that the revelation of differences quality is the most important. Effective leaders tend to mix and match these qualities to produce the most effect at the right moment. Peter Smith, president of the Private Sector Council, has also done extensive “leader watching” regarding what characteristics excellent leaders have in common. The common threads he has identified among all outstanding leaders include a genuine, deep concern for the mission and a firm belief that the mission is more important than they themselves. These leaders also have a commonality in articulating a vision that excites people to act. They also like to be in the trenches with the rank and file where the work actually gets done.

Many who eulogized President Reagan spoke about the impact of his leadership during various phases of his life. A theme often repeated was his genuineness and expressed concern for people. He enjoyed interacting with people from all walks of life and sharing American life experiences with them. He could talk to the hotel doorman as easily as political functionaries. Peggy Noonan, a former speechwriter for President Reagan, reported that he was modest about his role in changing the course of history. Politics aside, these qualities fostered a majestic and magnetic aura that allowed people to feel positive about him and his leadership. In turn, he was able to take bold, persistent action toward changing the world's stage. Former Canadian Prime Minister Mulroney perhaps said it best. “President Reagan's leadership had an ineffable magic quality that

inspired people to follow him.” That ineffable magic leadership quality is the essence of the four rather surprising qualities described by Goffee and Jones.

Successful leadership is about motivating and inspiring others to do great things. As supervisors and managers, we should ask ourselves if we are inspiring others to do even good things. Before jumping on the bandwagon to change your leadership style by incor-

porating these four qualities, or emulating someone else's qualities, be aware that you will not be effective if they are applied mechanically. These qualities must already be or become part of your personality. That's why the 'recipe books' on leadership often fail. Most prescribe a specific formula for success. The simplest recipe for success in leading people is to be yourself. To be a better and inspiring leader, be yourself. ♦

DSCP – Changing Climate for the Future

*By Lisa Makosewski
Defense Supply Center Philadelphia
Organization Development Specialist*

The Defense Logistics Agency's senior leadership has been focused on creating a climate and culture that fosters high performance for several years. In late 2002, DLA adopted the Denison Culture Model and Survey to serve as a measure of how well our organization culture supports our goals and transformation to a customer-focused organization. The model and survey provide an independent measure of the Agency's progress in several areas related to mission, consistency, adaptability, and involvement.

During May and June 2003, Defense Supply Center Philadelphia, Pa., employees participated in a DLA-wide survey of the climate and culture of our workplace based on the Denison Model. The results of the survey and actions to address the findings have high visibility throughout the Agency, and continue to be part of the agenda when senior leadership throughout the Agency gets together. Each component of DLA is required to take action on those areas identified as needing improvement. Since receiving the results, DSCP has been taking a systematic approach to addressing the areas identified by the survey results and the comments received as most needing improvement.

When asked for comments about the efforts DSCP is making to affect the culture at DSCP, DSCP commander Army Brig. Gen. Ray Mason

replied, “The strength of DSCP is her work force, a team of teams made up of America's finest. We owe it to these dedicated and hard working people to provide them with the very best leadership in a working environment that is truly world-class. Anything less is simply not acceptable. I know the DSCP family is up to this challenge.”

DSCP's senior leadership, under Mason's direction, has been actively engaged in making positive changes to DSCP's work environment and working relationships. We have shared the results of the survey at supervisors meetings and town halls, and the results are available on the DSCP intranet. The Agreement of Expectations implemented this year was introduced in an effort to build better working relationships between supervisors and employees. The establishment of the Job Swap program enables our people to gain experience in a different office or commodity so their skills can be used more effectively. We are also developing a “Troop Academy” for the DSCP work force. This training program is designed to help everyone see how the job they do at their desk supports the warfighter.

Our first-line and mid-level supervisors have been involved in making changes as well. Some volunteered to participate in a multi source feedback process as part of a pilot for a program that we expect to be implemented across all DLA. The feedback tool used is directly tied to the culture survey results and enables supervisors to see how their

own behaviors affect the work environment. Nearly all members of our senior leader team have gone through an extensive 360 feedback process to help them improve their work relationships, thus their effectiveness, with others. Our DSCP Supervisory Council was formed to foster communication between first-line supervisors and Command. We established the Senior Advisory Council to address issues from a united corporate level to foster greater consistency across the organization.

In addition, teams have been established with representation from across DSCP to address communication, recognition, and other opportunities for improvement that affect our working relationships. These teams have looked at the comments from the survey to get a better idea of why people would respond the way they did, and are working through the issues to get to the root causes of the comments. That process is still underway, and the teams report progress to DSCP's senior leadership monthly.

The Climate/Culture Survey will be conducted again in during October and November 2004 to check our progress in making DSCP's climate and culture better. While 62 percent of our DSCP employees participated in the 2003 survey, we encourage everyone to share their thoughts in 2004. We want to make DSCP's work environment the best it can be, and we will continue to identify opportunities to improve the environment for our work force. ♦

CRM ... It's About the Customer

By Maj. Sheila Seitz, USA
Customer Operations and Readiness, J-4

Defense Logistics Agency is transforming to a more customer-centered organization. To that end, DLA is developing customer support strategies that include engaging customers in a more structured, collaborative way seeking to translate customer needs into integrated logistics solutions that maximize readiness and combat power and deliver promised support consistently. In its pursuit of these goals, the Agency is turning to customer relationship management.

Imagine being a logistics manager for a major weapons system. A critical item is backordered, and your system is now behind. You begin the process of sending e-mails and making phone calls to DLA to check status and determine the estimated delivery date. You start exploring other alternatives for support. That was yesterday.

Fast forward into the 21st century. Your needs are anticipated, and the items you require are available on demand. The term deadline no longer exists. This is CRM.

CRM provides a cohesive Agency-wide process that allows DLA to increase overall level of support and satisfaction for customers by understanding, anticipating and predicting their needs through closer collaboration. DLA defines CRM as "customer-focused strategy using people, processes and tools for setting and meeting mutual expectations that optimize national readiness at an affordable cost for both the customer and DLA."

Because DLA knows that it cannot modernize its supply chain management techniques without consideration for the customer, it has turned to CRM as an important factor within the entire logistics equation. For example, DLA is creating performance-based agreements with its customers. Among other things, these agreements focus on collaborative planning that will let the Agency gain a certain understanding of the customer's needs. With an improved understanding of those needs, DLA will be better positioned to work with suppliers to obtain required support resulting in enhanced readiness for the war fighter.

In the first quarter of fiscal 2004, the CRM external service provider contract was awarded to BearingPoint. DLA and the CRM ESP have collaborated to create a framework for implementing CRM at DLA. This framework focuses on three key areas of CRM to include operational, analytical and strategic. Each of these components helps DLA build relationships with customers that provide for their individual needs. The framework also recognizes that culture, management and organization are integral to a successful implementation.

Operational CRM includes those processes, tools and

technologies that enable CRM to facilitate business interactions with customers through partnering within a multitude of channels. Currently, DLA is performing some operational CRM processes including its virtual contact centers, Web logistic tools, training courses, EXPO participation and the creation and distribution of the Customer Handbook. Refinement and improvement of existing processes is ongoing. Future efforts include the development of processes that will identify, track and manage opportunities to work with customers and increase readiness while providing DLA with the agility to support a focused logistics solution.

Analytical CRM penetrates throughout all DLA activities to collect data and intelligence concerning customers. Present activities in this area include the customer satisfaction survey, refinement of customer areas within DLA performance metrics and building a customer profile database. Enhanced analytical processes present DLA with the opportunity to tune its operations and become a more proactive partner by adjusting its strategies and organizational changes in alignment with customer needs.

Strategic CRM identifies customers within multiple perspectives to develop strategies that allow DLA to optimize national readiness at an affordable cost for both parties. Today the Agency is engaging in the development of Performance Based Agreements, the segmentation of customers and processes of customer engagement leading to strategies that build upon customer outreach efforts, market analysis methodologies and identification of partnership opportunities.

The key components of CRM -- operational, analytical and strategic -- work together within an ongoing cycle to provide insight and direction to determine customer needs and on how best to position DLA to better satisfy those needs.

The DLA-CRM ESP contract began in the first quarter of fiscal 2004 with multiple workshops at DLA headquarters and its field activities. During these workshops, the CRM ESP and the Customer Operations and Readiness Directorate gathered data to create an "as is" state of CRM Agency-wide within DLA. Currently the CRM ESP is working to develop the appropriate "to be" CRM state to include supporting business and customer strategies. They are scheduled to provide an enterprise transaction plan in early September, offering recommendations on how to move from the present "as is" to the "to be" CRM state. Implementation of the plan will occur in phases, with full CRM operation achieved in fiscal 2008.

DLA recognizes the need to change. Reality for today's warfighter is more complex and demanding than ever before. By implementing the CRM program, the Agency envisions a continuous feedback loop between itself and its customers that enables DLA to anticipate the warfighter's needs and provide the supplies and services to get the mission accomplished. ♦

Richmond Uses Proactive Approach to Reach Safety Goal

By Scott Andrae
Defense Supply Center Richmond
Public Affairs Office

Defense Supply Center Richmond is taking a proactive approach in reducing workplace injuries to meet a Department of Defense goal.

The goal, set by Secretary of Defense Donald Rumsfeld, calls for a reduction in on-the-job injuries resulting in lost time by 50 percent between fiscal years 2002 and 2005. DSCR had a rate of 0.64 lost time injuries per 100 employees in fiscal 2002. By fiscal 2005, DSCR must reduce its lost time injury case rate to 0.32.

DSCR's Safety and Health Office will use a variety of tools to achieve the highest possible level of safety this year and in following years. "Our ultimate goal is zero," said Ken Morris, chief of the office.

The office takes a proactive approach, including performing inspections, monthly training using videotapes on safety topics, and custom fitting of workstation equip-

ment to avoid such injuries as eyestrain and repetitive stress. The Safety and Health Office sponsored a Safety and Health Fair late this summer to highlight the new initiatives.

The videotape broadcasts cover such topics as family safety, lifting safety, hazard communication and defensive driving. All employees will receive a brochure on how to report on-the-job injuries, and future plans include computer-based training for supervisors and safety monitors.

Morris pointed out that DSCR administrative branches must conduct monthly safety briefings and have designated safety monitors.

A large library of safety videotapes is available from the Health and Safety Office, along with brochures on seasonal topics such as winter driving and exercising during hot weather.

Safety and health is included on the DLA director's Top 10 list of important issues for field activities. "There is a lot of command and upper management interest in the health and safety of the DSCR work force," Morris said. ♦



Members of the Safety and Health Office at Defense Supply Center Richmond are (from left) Brian Fain, George Jones, Jimmie Lafreniere, Cordie McClendon, Ken Morris, Gary Ringstaff, Paula Moore, Roy Bowers and Liz Stepanek. (Photo by Jackie Palmer)

DAPS Emphasizes Safety

By Keith Beebe
Public Affairs Office
Document Automation & Production Service

The Document Automation & Production Service continues to emphasize the importance of safety throughout its entire organization. DAPS is a production environment with 181 facilities located in the continental United States and 14 countries. It has facilities at key locations such as the White House and the Pentagon.

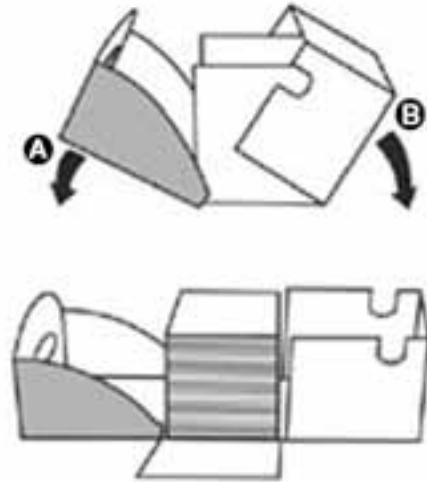
Steve Pakosh is the DAPS Safety Program manager, and although he is the head of the program, he quickly notes, "Safety is everyone's responsibility. We must all be aware of our surroundings and make DAPS a safe place to work."

As with many commercial industrialized businesses, DAPS is dealing with an aging work force responsible for production, and one of Pakosh's main concerns is how to best reduce the number of mishaps within the organization. The majority of the currently reported mishaps described back strains due to lifting or moving material. In addition to providing information on the proper way to lift or move an item, DAPS is even changing the items themselves by testing a new concept in paper boxes called the SPLOX. It will help to reduce injuries and enhance safety by providing a more ergonomically friendly lifting mechanism.

The SPeed LOading BoX, or SPLOX, designed and distributed by the Boise Cascade Corporation, contains 2,500 individual sheets of paper in an easy-opening box as opposed to 5,000 sheets of individually wrapped reams of paper. Consequently, it is much lighter than a conventional box. The SPLOX also has a handle that makes carrying it much easier than trying to carry a standard paper box. In addition to causing less lifting injuries, the SPLOX increases productivity because paper can be loaded up to 300 times faster than using ream-wrapped packages.

DAPS is taking many other actions to reduce lost-time mishaps:

- It has established a quarterly safety poster program. Posters are sent to each of its worldwide office groups for display in their facilities. Posters sent to date describe fire prevention, preventing back injuries and recognizing and preventing heart attacks.
- All employees are sent e-mails on such topics as how to work safely, injury prevention and electrical safety.
- Supervisors are encouraged to do "walk-arounds." These personal observations of the work areas are aimed at finding and fixing hazards.
- Safety e-newsletters are sent out regularly to each safety monitor, director and deputy director of each DAPS office group and are made accessible to employees. Safety and injury-prevention information is also placed on the organization's internal Web site for ready access.
- Training is conducted for safety monitors during teleconferences held every other month. Safety monitors have



The SPeed LOading BoX or SPLOX will be helpful in reducing lifting injuries. It will also increase productivity because paper can be loaded up to 300 times faster than using ream wrapped packages.

completed either the online DLA Supervisor Safety Training or Safety Monitor Training Course.

- Emphasis on the importance of documenting, reporting and thoroughly investigating all mishaps is given during monthly DAPS Business Division conference calls and by e-mail to all office groups. In addition, current lost-time injuries are discussed at each conference call along with prevention measures.

- The DAPS director of field offices, a recently established position, has been added to the list of individuals who reviews and is able to make comments for corrective actions on mishaps.

- A "Backache Prevention Guide" was distributed to all employees, including contractors.

- Success in preventing injuries is rewarded. Certificates of recognition and appreciation were printed for the employees and director of the DAPS Pensacola, Florida Office Group, highlighting they had no lost-time injuries during fiscal 2003. ♦



Redesign of *DLA Today & Tomorrow* Web Site Incorporates Employee Suggestions, Concerns

DLA Public Affairs Office

Just as the Defense Logistics Agency is undertaking a transformation, so is its internal electronic newspaper, *DLA Today & Tomorrow*. Following three years of successful operation, a redesign of the site was deemed necessary to continue providing current and relevant content that not only promotes the One Enterprise concept, but is presented in a readily accessible format.

DLA launched *T&T* in 2001, and as the publication's owner, the DLA Public Affairs Office worked in conjunction with information technology contractor Booz Allen Hamilton, to ensure Agency-wide news and information is only a click away on the desktop computers of more than 21,000 DLA employees.

Over the past three years, *T&T* has expanded to over 10,000 pages of information, containing articles describing new DLA initiatives and policies, Agency efforts in support of the warfighter and overall news and events significant to the work force.

To help ensure that the site continues to meet the needs of the

people who use it most, PAO and BAH worked in concert and developed a survey to directly ask DLA employees what they wanted to see in the Web site's new design. The Agency's readership was asked to express their thoughts on the usefulness of the current site navigation as well as their preferences on content and how it should be organized, compartmentalized and displayed.

With a higher than average response rate to the survey, DLA employees turned out en masse to give their opinions. Most commonly, readers asked that the new design include simpler navigation and there be more accessibility to field activity news. Readers also felt that though the content is

good, it should be organized more intuitively, there should be an easy way to print an article and readers should be able to resize the on-screen text.

In addition to the above suggestions, readers will have access to an improved search engine and an enhanced "Contact Us" page, and navigation around the site will now require significantly fewer 'clicks'.

All field activities will be present on the front page and all enterprise-level content will now be accessible from field activity pages, in efforts to ensure that no matter where you are reading *T&T* - at headquarters, at a distribution depot or in a foxhole - news about the entire enterprise is prominent, visible and accessible.

With a new look and updated organization and navigation based on the preferences and requests of DLA employees, *T&T* remains the most available source of news and information about the DLA work force, for the DLA work force.

Continue to log on every morning at <https://today.dla.mil/> for the most up-to-date news on DLA's business, its people and its transformation efforts. ♦

New Today and Tomorrow Features:

- ❑ *New look and feel,*
- ❑ *Front Page Presence of Field Activity information,*
- ❑ *New Organization of content,*
- ❑ *New section names for major topic areas,*
- ❑ *Printer-friendly version button,*
- ❑ *Font resizing.*

DSCC's Land Group Finds Better Ball Joints for Army Vehicles

By Tony D'Elia
Defense Supply Center Columbus
Public Affairs Office

When the U.S. Army encountered a significant problem with a component on a widely used military vehicle, Defense Supply Center Columbus, Ohio, was able to come to the rescue and remedy the situation.

The two upper ball joints on the extensively utilized High Mobility Multipurpose Wheeled Vehicle, were causing logistical problems for the Army. The component was identified as a high priority part in support of the Global War on Terrorism, since it is critical for operating the 78,000 HMMWVs in use around the world today.

The Army's problem was two-fold; there were only a limited number of suppliers for the joint, and the current ball joint had a design flaw causing it to wear out

too soon, requiring replacement after only 12,000 miles of use.

"We found that the ball joint wasn't meeting all the specification requirements," said Laverne Johnson, a DSCC small business technical specialist. "It didn't allow the full range of motion called for in the specification."

A history of quality and delivery problems mandated that new procurement sources be developed. With backorders mounting and technical problems continuing with the existing contracts, DSCC Land-based Weapon Systems Group director Army Col. Milton Lewis and unit logistics officer Tiffany Givens-Barnett assigned the project to Johnson. Working out of DSCC's Source Development Office,

Johnson managed to find a company in Oregon that could help. This firm could forge new ball joints to replace the previous stamped versions. According to the company, most times, the forging process can

The new forged ball joint for the High Mobility Multipurpose Wheeled Vehicle, is in the foreground. The new ball joint is expected to last more than three times longer than the stamped version seen in the background. (DSCC photo)



produce a stronger part than the stamping process.

Sample ball joints were supplied by the company and taken to the University of Dayton Research Institute for thorough performance testing. Not only did the new ball joints pass the test, but results showed that the forged joints are stronger. Testing showed stress on the weld points on the stamped part, but the forged joint has no welds.

Other test results demonstrated the forged ball joint has a service life of 35,000 to 45,000 miles, more than triple the service life of the old stamped part.

Armed with these results, the government signed a contract to purchase more than 74,000 of the newly designed ball joints.

Though the new part is slightly more expensive, the enhanced service life of the forged ball joint means reduced vehicle downtime and diminished usage rates/demands, resulting in expected savings of \$1,175,405. ♦



A new, improved ball joint that DSCC helped procure for the U.S. Army is shown in use on a High Mobility Multipurpose Wheeled Vehicle, or Humvee.

JSLIST System Gets Customer's Endorsement

By Frank I. Johnson, Jr
Defense Supply Center Philadelphia
Public Affairs Office

Jack London, a program manager at Defense Supply Center Philadelphia was waiting for his flight at the Regional Airport in Bangor, Maine, when a soldier standing close to him was asked his opinion of the Joint Service Lightweight Integrated Suit Technology chemical protective overgarments.

"It's a nice piece of equipment and much better than the old ones," said the young soldier, just returning from a two-month deployment in Kuwait. "I'm glad to be home from Iraq, and fortunately I never had to use it [JSLIST] in a hostile environment but I was comfortable knowing we had them readily available and in good supply."

London, who purchases the JSLIST system for DSCP, was pleased with the soldier's unsolicited endorsement. Ironically, London and other DSCP representatives had just completed a two-day visit to Creative Apparel and the Group Homes Foundation, Inc., located in Maine. Both organizations are actively involved in the production of the JSLIST system under contract with DSCP's clothing

and textile directorate. The JSLIST system provides the user with protection from the effects of nuclear and biological contaminants, and toxic industrial material in any form, including anthrax, sarin gas and smallpox.

"The purpose of this visit was to emphasize the criticality of the JSLIST program and to meet with some of the vendors involved in the JSLIST program," said William Kenny, DSCP's executive director for business operations. "We talked extensively about mutual supply and production concerns.

"We're seeking solutions and doing all that we can to improve production and to get more domestic product," Kenny emphasized. "This trip was very productive and informative."

Group Homes, which is a part of the National Industries for the Severely Handicapped, operates the Little River Apparel facility where the JSLIST system is made. Its purpose is to provide employment to people with disabilities, as well as people



An employee at the Group Homes Foundation in Belfast, Maine, sews the JSLIST chemical protective overgarment. Group Homes is part of the NISH, the organization that provides jobs for people with various physical and mental disabilities.

without disabilities. Creative Apparel is 51 percent co-owned by the Passamaquoddy Indian Tribe, and J&P Apparel Inc., that is owned by George and Sharon Rybarczyk. ♦

Amron: One of DSCP's Prime Vendor Crown Jewels

By Frank I. Johnson, Jr
Defense Supply Center Philadelphia
Public Affairs Office

When the mission requires various lifesaving, diving, tactical, personal protection, 'last chance' or other marine lifesaving equipment, America's warfighters and the Defense Supply Center Philadelphia, Pa., depend heavily on Escondido, Calif., based Amron International Diving Supply, Inc.

During a trip to the West Coast, William Kenny, DSCP's executive director of business operations, visited Amron to thank Norma Ockwig, the company's founder and president, and her employees for being an excellent business partner to DSCP's customers. This small, woman-owned company has provided support to DSCP customers in both peacetime and war. In addition to the Department of Defense, Amron's other customers include the Coast Guard, the Federal Bureau of Investigation, the National Aeronautics and Space Administration, and local law enforcement agencies.

"We are very pleased with what Amron has been able to accomplish in a relatively short period of time as a prime vendor for the Defense Logistics Agency and our customers," said Kenny. "I just wanted to personally thank them and to let them know that DSCP appreciates what they are doing in support of America's warfighters."

During fiscal 2003, DSCP's general and industrial directorate did roughly \$25.3 million worth of business with Amron. As a prime vendor, the company provides worldwide coverage because their contract covers all five contract regions. Some of the major customers covered by the prime vendor contract with Amron include the Naval Special Warfare (SEAL Teams and Special Boat Squadrons); the Explosive Ordnance Disposal Technical Division; Mobile Diving and Salvage Units and Explosive Ordnance Disposal Mobile Units. Customers are located throughout the United States; Guam; Okinawa, Japan; Sicily, Italy; Sigonella, Spain; and Bahrain. Amron also provides support to aircraft



During fiscal 2003, the Defense Supply Center Philadelphia's general and industrial directorate did about \$25.3 million in sales with Amron International Diving Supply Inc. for various diving and hyperbaric equipment. Shown with William Kenny (third from the right), who presented Amron with a certificate are: (front row) Ralph Lund; Debbie Ritchie; Norma Ockwig; and Wendy Broadway. From left (back row) are: Chris Vilter; Anthony Jackson (partially hidden); Jimmy Page, and Jason Swazey. Lund and Kenny work for the Defense Supply Center Philadelphia; Ritchie, Ockwig (Amron's founder and owner), Broadway, Vilter, Jackson, Page and Swazey all work for Amron, headquartered in Escondido, Calif.

carriers such as the USS Harry Truman and USS Abraham Lincoln, as well salvage ships including the USS Grasp and Grapple.

Amron's contract with DSCP is engineered so customers have 24-hour access via the government requisition process or IMPAC credit card. Ralph Lund, a program manager in DSCP's general and industrial directorate, said the company embraced their relationship with DLA and DSCP, and continually strives to provide exceptional products and service in satisfying the warfighters' needs.

"They have changed their method of doing business in order to align themselves with the DLA prime vendor contracts and in doing so have exceeded their contractual requirements," said Lund. "The most satisfying aspect of this partnership is the expression of gratitude that we receive from our customers concerning support they have received from Amron." ♦

KCARC Makes Its Three Millionth 'Snug as a Bug in a Rug' Cold Weather Undershirt

By Frank I. Johnson, Jr.
Defense Supply Center Philadelphia
Public Affairs Office

The Knox County Association for Retarded Citizens, Inc., stirred local and national interest with the completion of its three millionth polypropylene extreme cold weather undershirt at the association's Vincennes, Ind., Dove Manufacturing Plant 2.

If practice makes perfect, then KCARC must be doing a lot of things right. The association took nearly eight years to make its first million undershirts, and it was February 2001 before the two millionth shirt came off of KCARC's production line. Now, just three years later, the three millionth shirt has been made. "We're expecting to reach the four million mark by January 2006," said David Morgan, KCARC's manufacturing manager. "I hope I don't jinx us by saying this, but it's a very attainable goal."

Elizabeth Bailey, a contracting officer in the Defense Supply Center Philadelphia's clothing and textile directorate, made the trip to accept a proclamation from Vincennes' Mayor Terry Mooney. DSCP's current contract with KCARC is worth about \$4 million annually and calls for them to make about 46,800 of the undershirts each month.

In addition to accepting the ceremonial three millionth undershirt on behalf of DSCP, Bailey was recognized for her hard work, commitment and dedication on behalf of military personnel and people with disabilities. In honor of the partnership between DSCP and KCARC, Mayor Mooney and the city of Vincennes proclaimed March 22, 2004 to be DSCP Day. "You [KCARC] do a fantastic job," said Bailey. "DSCP expects nothing but quality performance from KCARC and America's troops appreciate it. Keep up the great work!"

U.S. Rep. John Hostettler traveled to Vincennes to congratulate KCARC's employees for everything they do to

supply America's warfighters with the polypropylene undershirts. Production of the undershirts provides full-time employment for up to 84 people, many with disabilities, who live in his district.

Bob Chamberlin, president and chief executive officer of the National Industries for the Severely Handicapped, flew in from Washington, DC to emphasize how pleased he was with the work being done by KCARC employees. KCARC is part of NISH, the national organization established to create employment opportunities for people with severe disabilities.

As the name implies, government-issue Extreme Cold Weather Clothing System polypropylene underwear is provided by the military to its personnel in cold weather situations. Polypropylene wicks moisture away from the body to the outer garments, where the wearer will not be affected and will stay warm and dry. Military weight polypropylene, combined with its fleeced lining, offers high levels of insulation against the outside cold in addition to providing an even and steady comfort level, regardless of



Talessa Rivers and Beverly Betz are shown working on the polypropylene extreme cold weather undershirts at KCARC Inc. The company, which is part of the National Industries for the Severely Handicapped, has been making these undershirts under contract with the Defense Supply Center Philadelphia's clothing and textile directorate since 1988. (Photo by Frank I. Johnson, Jr., DSCP)

the user's activity level.

KCARC employee Talessa Rivers said the drab brown extreme cold weather undershirts aren't pretty but they function well in bone chilling weather. "Our undershirts help soldiers stay warm," said Rivers, one of about 35 people with disabilities at KCARC involved with making the undershirts. "I have seen some of our clothing on television. Seeing the soldiers using what we make here makes me proud."

"What KCARC is doing is just one example of operations done by people with disabilities at some 560 CRPs nationwide," said Chamberlin. "This success is a total team effort and people like Liz Bailey and others at DSCP and the Defense Logistics Agency should be applauded for their support to provide employment for people with disabilities covered by the Javits-Wagner-O'Day Act." ♦

DSCC's Engine Parts Kitting Initiative Expected to Cut Lead Time, Cost

By Mike Ward

Defense Supply Center Columbus
Land-based Weapon Systems Group

The Defense Supply Center Columbus, Ohio, the Defense Distribution Center and the United States Army recently signed a memorandum of agreement that will work towards significantly reducing lead times and cost for the overhaul/recapitalization programs on Army land vehicle systems.

In 2002, the Army implemented a new service-wide initiative called "lean manufacturing" designed to streamline the production processes at its depots and arsenals. Lean manufacturing is the process of identifying and eliminating non-valued processes to reduce cost and increase productivity.

As part of the initiative, Anniston Army Depot in Anniston, Ala., (ANAD) the Army's maintenance facility responsible for maintenance on heavy/light tracked combat vehicles, asked the Defense Logistics Agency to consider taking over the management and storage of all the piece parts that are required for reciprocating engine lines located at the depot. ANAD also wanted DLA to develop kits designed around its pro-

duction lines and deliver those kits directly to the production lines on as needed basis. This concept would include acquisition of both DLA and non-DLA managed material required for the kit, receiving and storing such material, kitting the material for each individual production cell and moving the kits to the production lines.

ANAD also requested DLA assist on its lean supply initiatives to streamline material flow to production lines, increase supply availability through collaboration and deliver material directly to the production lines.

"This revolutionary concept has never been tried before," said Dave Szczublewski, a team leader in DSCC's Land-based Weapon Systems Group, Army Industrial Customer Team. "This effort will require significant effort by DSCC, DDC and ANAD to implement."

A business case analysis was conducted and determined the annual cost savings would be more than \$480,000, and the projected five-year cost savings would be in excess of \$2.6 million.

"By us doing the work for them, all ANAD has to do in the future is requisition the kit and we'll requisition the component NSNs (national stock numbered items) within the kit," Szczublewski said. "We, DLA, will also assume the cost for the receiving, storing and issuing. This leaves only the cost of receiving the kits that ANAD will pay for."

Additionally, DSCC will analyze engine forecast projections and resolve problems such as material shortages and



Shelly Elmore, an employee at Defense Distribution Anniston, Ala., assembles a kit for one of the engines being rebuilt. (Photo by Mark Cleghorn, Anniston Army Depot)

quality problems. The DSCC team will consist of an item manager, technical specialist and team leader responsible for completion of the effort.

"The Anniston kitting initiative represents the future in terms of DLA and Army collaboration," said Army Col. Milton Lewis, director of the DSCC Land-based Weapon Systems Group. "As this effort matures, I fully expect to see this initiative implemented for other depot remanufacturing product lines. This is one more example of how DLA can add value to our customers by improving efficiency and saving dollars."

"In the past, the mechanics at ANAD were not only responsible for repairing the systems, but also ordering, stocking and pulling the items from the warehouse shelves," Szczublewski said. "Now, all the work will be done by us and the mechanic will have the entire kit delivered to him. This will save time and money and the mechanics' time and energy can be better spent." ♦



Steve Bradley, a mechanic at Anniston Army Depot, works on one of the many 6V engines that are being completely rebuilt. (Photo by Mark Cleghorn, Anniston Army Depot)

RFID Tags: Global Asset Visibility from Vendor to the Warfighter

By Joe Zanolle
Defense Supply Center Philadelphia
Subsistence Directorate

A new Department of Defense Policy dated Oct. 2, 2003, dictates "DoD will be an early adopter of innovative Radio Frequency Identification technology that leverages the Electronic Product Code and compatible RFID tags." In the near future, all vendors selling goods to DoD must use RFID tags on the smallest practical unit of packaging.

RFID systems carry data in transponders, known as tags, and retrieve data via fixed or mobile machines known as readers or interrogators. This technology and the asset visibility data these tags carry will assist in eliminating problems within the supply chain, such as inaccurate inventory, menu redundancy, unidentified containers and inconsistent deliveries. The increased efficiency this technology brings to tracking products will also "free-up" personnel for other missions and tasks.

There are three broad classifications of RFID tags: active, passive and semi-passive. Active tags are battery powered tags attached to an item and contain detailed data. The tags are read by a reader/interrogator via radio frequency signal. Tag power can be turned off to conserve the battery life. This type of tag can hold and transmit a large quantity of data due to its internal power source.

Passive tags have no internal power source and operate purely off the signal of the reader/interrogator. When a passive tag is hit by the RF signal from the reader/interrogator, the reflected RF signal contains the EPC data from the tag. The EPC is the 16-digit unique identifier for each and every package and/or part. The EPCs contain information about the product's manufacturer, product category and the serial number. Essentially, it is an electronic Universal Product Code like those used in the private sector, with the addition of a serial number for each unit produced.

The semi-passive, battery-assisted passive tag generates a response to the reader/interrogator similar to the passive tag, but it has an internal battery power source that allows other functionality, such as reading environmental conditions like the temperature.

Passive tags cost less than one dollar each and are physically smaller than active tags. Active and semi-

passive tags are useful for tracking high-value goods that need to be scanned over long ranges, but they cost a dollar or more, making them too expensive to put on low-cost items. Products that are less expensive will use passive tags, but the read range is not as far as an active tag.

Currently, all Defense Supply Center Philadelphia subsistence rations shipped in seavans for OCONUS, Operation Enduring Freedom and Operation Iraqi Freedom use must have an RFID Tag on each seavan. Active tags are currently used and in the past, this technology has also been employed by subsistence for key exercises like Exercise Bright Star.

The tags have been a key component in achieving in-transit product visibility, but some issues with usage of the technology have cropped up, including incomplete data on the tags and unavailability of readers/interrogators. These issues are being addressed as the industry and the Services become accustomed to operating with this technology.

RFID technology has been used in the private sector since the late 1980s, including such applications as toll collection and retail theft prevention. DoD worked with Wal-Mart to learn from their experiences with passive tags.

DoD has conducted several RFID test projects. Recently, the Natick Soldier Center DoD Combat Ration Feeding Program and the Defense Logistics Agency completed a successful test at Defense Depot San Joaquin, California, simulating the tracking of combat rations throughout the entire supply chain using passive tags.

In summer 2004, DoD provided instruction on the next step in RFID policy. IBM was recently awarded a three-year contract to help the DoD with their RFID technology deployment plan. It is expected that the new policy will call for incorporation of passive tags as well as policy on how product is to be tagged. This policy will be issued to the industry supplier and vendors of DoD. Active tags will continue to be used while the passive tags are implemented, but the passive tags will have much broader application due to the significant difference in cost between the two types. It has been speculated that the passive tags will be used on the case, while semi-passive tags will be used on the pallet or container. This is based on the dollar value of the product being tagged. ♦

DSCP Field Feeding Team Continues to Grow

By Joe Zanolle
Defense Supply Center Philadelphia
Subsistence Directorate

The U.S. Air Force recently sent the Defense Supply Center Philadelphia Subsistence directorate a letter of intent to purchase the Single Palletized Expeditionary Kitchen (SPEK). This request is a major acquisition for the Deployable Field Support Inventory Support Team (formerly known as the Field Feeding Equipment Team) and will be a significant source of new sales dollars.

The Field Feeding Team, or FFE, came to the Subsistence directorate in January 2000 from the General and Industrial directorate. At the time, the team consisted of only three members. Since then the team has undergone some changes. Recently, the amount of business that the team had done warranted more members being added.

From 1999 to early 2004, the team has seen an 84 percent sales growth, from \$15.8M to \$29M. The team now has eight members and has changed its name under the Business Systems Modernization to DFS IST, for the Deployable Field Support Inventory Support Team.

DFS IST has been working diligently to support and service their current customers while trying to attract new customers and business. When the Air Force sent the team their letter of intent to purchase the SPEK, it marked a significant achievement. The team has been trying to support more end-items for its customer base. Currently, a lot of the team's business is spare parts for their customers. The SPEK however, will include both end-item

and spare parts support for the Air Force.

The Air Force is looking to purchase 79 SPEKs over the next few years. Two initial requirements requested 16 SPEKs for the Air Force and 15 SPEKs for the Air National Guard. The request for the balance of 48 SPEKs has not yet been identified.

The SPEK was designed to allow preparation of the Unitized Group Ration-Heat and Serve for 300 individuals twice a day. The Air Force Field Feeding Plan calls for UGR-H&S to begin being issued on Day 3, although this is the ideal scenario. Uncontrollable circumstances can sometimes slow down the transition from the Meal, Ready-to-Eat, the first combat ration issued, to the UGR-H&S.

The SPEK was designed by the Systems Equipment and Engineering Team at the Department of Defense Combat Feeding Program, located at the U.S. Army Soldier Systems Center in Natick, Mass. It was created to satisfy the Air Force's requirement for a rapidly deployable, temporary kitchen for use in remote and undeveloped locations.

Everything but fuel, water and food is packed onto a single air cargo pallet and flown in an Air Force C-130. The entire SPEK can be set up by eight personnel in less than two hours and requires a four-person crew to operate the equipment and serve the food. The SPEK can also be de-constructed, packed-up and moved to another location when necessary.

The SPEK is one of the key factors that allow Air Force personnel to begin receiving the UGR-H&S.

The SPEK will eventually replace



The assembled Single Palletized Expeditionary Kitchen.

the Mounted Kitchen Trailer for the Air Force. The DFS IST does not provide end-item support for the MKT, only spare parts support.

Talks between DSCP and the Air Force regarding acquisition of the SPEK have been on going for several years. "The SPEK is a major field feeding equipment acquisition for DSCP," said Ed Heaton, Product Specialist for the DFS IST. "Our support for both the end item and spare parts is significant for a variety of reasons. It will allow one face and 'one-stop shopping' to the customer. Also, the additional business allows us more leveraging power and also ultimately benefits the customer with lower prices in the future. The more revenue we generate, the less our cost recovery rate will be."

DFS IST team members include Gus Altieri, section chief; George Patrick, supply planner; Ed Heaton, product specialist; Kathy Perry, commodity management specialist; Cathy Welgoss, supply planner; Bill Woltjen, purchasing specialist; and Joe Zanolle, Subsistence marketing and management specialist. ♦

DLA Injury Compensation Center—Working Hard at Making a Difference

By Donna Carr
DLA Injury Compensation Center

The Defense Logistics Agency pays nearly \$28 million annually in workers' compensation costs. There has been much publicity in the workers' compensation arena these days with President Bush's Safety, Health, and Return-to-Employment (SHARE) Initiative, and Secretary of Defense Donald Rumsfeld's challenge to Defense agencies regarding the reduction of lost production days associated with on-the-job injuries and illness. Now more than ever, federal agencies are called upon to reduce injury claim rates and costs.

In January 2003, DLA Director, Vice Adm. Keith W. Lippert issued a safety initiative to Field Activity Commanders in conjunction with Secretary Rumsfeld's challenge, outlining a specific Agency goal of a 60 percent reduction in days lost due to on the job accidents, by September 2007. Since then, the Injury Compensation Center has worked closely with the Agency's Safety and Health offices in a collaborative approach toward the development of improvement processes and intermediary goals. Much effort in the last year has been placed on publicizing the center and the workers' compensation program within the Agency.

The ICC was established as part of the Enterprise Full Service Human Resources consolidation initiative approved by the Director in early 2002. The center officially opened for business on Nov. 4, 2002 and is currently staffed by a team of six specialists and two assistants, operating under the direction of Donna Williams, DLA Injury Compensation Program man-

ager. Williams and her staff are responsible for providing comprehensive injury claims processing assistance to the entire Agency and its serviced customers. All official Agency injury case files are maintained by the ICC in their office located at DLA Headquarters in Fort Belvoir, Va.

The ICC's primary goal for all new injury claims is to facilitate the employee's prompt return to work.

Reducing the initial period of disability following an injury has the greatest potential for overall success in meeting both Bush and Rumsfeld's challenges. The ICC routinely sends written correspondence to physicians notifying them of the Agency's desire and ability to reasonably accommodate work restrictions. "Early intervention is essential to successfully bringing an injured employee back to work," states Patricia Royster, injury compensation specialist. "We care about our employees and realize that returning them to work as soon as they are medically capable can be very therapeutic."

In addition to its day-to-day operations, the center is also focusing on compensation cost reduction by performing extensive case management on all long-term claims. By taking a fresh look at each claim, the ICC has been able to identify those lacking current medical, or other documentation required to support the claimant's continued entitlement to compensation benefits. Additionally, the



Members of DLA's Injury Compensation Center are (standing from left) Donna Estep, Patricia Royster, Sharon Butts, Donna Carr, Bonnie Duvall, and Bryant Dunston; (seated from left) Steven Sanders and Mattie Jordan-McMurren. (not pictured: Donna Williams)

review identified a number of former employees that were medically capable of returning to work, having made a partial or full recovery from the effects of their occupational injuries. Placing these employees into jobs has the potential of saving the Agency nearly \$865,000 annually, with projected lifetime compensation cost savings totaling more than \$21 million.

To date, job offers have been extended to two employees. Both employees ultimately declined the positions, electing instead to receive disability retirement annuity payments from the Office of Personnel Management. Although both employees continue to remain eligible for medical care expense coverage by the U.S. Department of Labor, they are no longer entitled to wage-loss compensation benefits. These job offers resulted in annual compensation cost savings to the Agency of just over \$42,000, and a lifetime cost savings of nearly \$840,000. Additional job offers are currently in progress.

Although the ICC's initial job

offers are considered success stories, many supervisors and managers remain reluctant to return previously injured employees to the workplace. Through the development of a formal Return-to-Work program, the ICC hopes to change management's reluctance. While still in the draft stage, this program promises to be a very rewarding venture for the Agency due to the fact that Williams has experienced prior success with the implementation of such programs throughout the course of her federal career. She believes her experiences will enable her to help develop a program for DLA commensurate with the Agency's mission and responsibility to the warfighter. Williams said, "Through communication, coordination, and conviction, DLA is committed to an effective return to work program which will assist our injured employees back to gainful employment."

The ICC does more than just review and process claims, and as part of its ongoing efforts to educate the DLA work force on the injury compensation program, the ICC has developed a number of resources including employee and supervisor information pamphlets and a quarterly newsletter, the ICC Insider. All materials are posted on the DLA Human Resources Web site at: <http://www.hr.dla.mil/hr/bnfts/owcp/owcp.htm>. Future planned materials include an Injury Compensation Handbook for supervisors and ICC pocket reference cards. Recently, the ICC started sending 'get-well' greeting cards to injured employees. Initial feedback has been positive as employees have indicated that receiving the cards really lifted their spirits. Injured employees often feel 'forgotten' during their recovery process. The greeting

cards serve as a simple, but sincere, reminder that although they are not in the workplace, our injured employees remain important to the mission and are valued by the Agency.

Anyone with questions regarding the workers' compensation program is encouraged to contact the ICC at its toll-free number, (866) 737-9724. Staff members are committed to providing the highest-quality support to injured workers and their supervisors. "Having an injury is an inherently stressful event. The paperwork and the process don't have to be. That's the underlying message we want to deliver to the work force," says Donna Estep, injury compensation specialist. "Most employees go through their Federal careers injury-free. For those who are not so fortunate, knowing that help is available and where to find it is very reassuring." ♦

DESC's Safety Program Achieves Results

*By Lana Hampton
Defense Energy Supply Center
Corporate Communications*

Effectively managing a safety program is not an easy task, and the goal of eliminating loss time injury cases is daunting, but for the Defense Energy Support Center's Diane Whitney, it's a challenge she enjoys working towards. "It's the managers and employees that make the safety program successful," Whitney said.

Whitney has served as DESC's Safety Program Manager for 14 years. In a job that may be taken for granted by many, she exudes a passion and enthusiasm for her line of work. Whitney manages and administers an aggressive Safety and Occupational Health program. She also integrates SOH values throughout DESC's culture, with the ultimate goal being zero accidents and zero work related illnesses.

The objectives of DESC's 2004 safety and health office business plan include two goals linked to the

Defense Logistics Agency's strategic goals.

The first goal is to consistently provide responsive, best value supplies and services to the customers. This goal is enhanced by safety and health programs which maintain a capable staff.

The second goal is to ensure the work force is enabled to deliver and sustain work performance. This goal is enhanced by safety and health programs which strive to provide and maintain safe, inclusive, and healthy work environments which reduce absenteeism, improve productivity, and improve morale.

Organizational culture is a key component in a successful safety and occupational health program. DESC will strive to be an activity where:

Management is fully committed to and involved in providing a safe and healthful work environment.

Safety and occupational health are integral part of our culture.

Safety and occupational health programs incorporate continuous improvement methods.

Employees are free of work-related illnesses and injuries and

We are committed to ensuring that each and every member of the operational force is free from occupational injuries and illnesses in order to attain 100 percent mission capability.

DESC intends to achieve its safety and occupational health program goals by implementing four strategies: management and employees are committed and involved in preventing occupational injuries and illnesses; analyze activity programs and work sites to identify opportunities for improving SOH; provide information to all managers and employees to help them understand their roles and responsibilities; and eliminate existing hazards and establish procedures to control potential hazards.

An effective safety and occupational health plan without a means of tracking progress would result in an overall ineffective plan and as such, DESC has three safety and health programs metrics for fiscal 2004. They are: reducing the total number of injuries by 5 percent; reducing the total number of lost time

cases by 5 percent; and reducing the lost time case rate by .01.

DESC identified 19 safety and health program objectives for fiscal 2004. Each objective includes a metric to evaluate DESC's progress. These objectives fall within five areas: management commitment, employee involvement, activity program analysis, safety and occupational health training and hazard prevention and control.

"Ninety percent of our mishaps are considered unsafe acts. An unsafe act is something that is preventable," said Whitney. Several years ago, DESC was plagued with slips, trips and fall cases. Following an organization meeting by then DESC Director Col. Loren Reno, such cases were reduced by 75 percent. The reduction was achieved by discussing ways to prevent accidents, including slips and falls, with employees. "It's management's responsibility to provide a safe and healthful work environment; However, it's the employee's responsibility to report unsafe acts and unsafe working conditions," Whitney said. "We have a very good program because people are not afraid to bring to me safety or health concerns." ♦

DLA Assesses Telework Program

By Human Resources, J-1

Defense Logistics Agency's Telework Program recently marked its one-year milestone in providing opportunities for employees to work from home one or more days a week.

The Telework Program, an integral part of the federal government's telework initiative, is aimed at helping to achieve public policy goals including; improving the government's ability to recruit and retain a high-quality work force in a competitive job market, protecting environmental quality and energy conservation by reducing traffic congestion and vehicle emissions, and improving employees' work lives by allowing a better balance of work and family responsibilities.

According to Theresa Sunderland, DLA's telework coordinator, J-1, the recent annual evaluation will be important to the continued success and improvement of the telework program in the Agency. "The evaluation was designed to measure experiences and attitudes of teleworkers, supervisors and non-participants thus far in relation to the program," Sunderland said.

Scott Nier, personnel psychologist, J-1, who conducted the evaluation said "I provided a forum where managers and employees could candidly express their opinions and offer suggestions about the DLA Telework Program and identify barriers to increased participation. According to Nier, the assessment methodology included separate surveys for DLA teleworkers, supervisors of DLA teleworkers, employees



Human Resources employee Karon Webb stays busy on her telework day. (Photo by Morgan Webb)

occupying telework eligible positions and a random sample of employees from the remaining work force.

The surveys were administered via the Internet by ORC-Macro, an independent opinion research company. In addition to the surveys, focus groups were held with telework program participants and one-on-one interviews were held with the senior leadership at each participating activity.

Information from the surveys, focus groups and interviews is being analyzed and the results will be briefed to the senior leadership of DLA, communicated to the work force, and included in the Agency's Telework Program improvement process in the near future. ♦

Expo Provides Environmental Awareness about DLA

By Joy Kress
DLA Public Affairs

The first-ever Environmental Expo debuted at DLA Headquarters in April, to enable employees to learn more about the environmentally preferred products and services Defense Logistics Agency provides worldwide.

With almost six months of prior planning, the event, held during Environmental Awareness Month, hosted more than 20 booths displaying information and demonstrations ranging from environmental compliance and equipment purchasing services to energy efficient lighting.

Programs from both DLA and the Office of the Secretary of Defense were featured at the event. Exhibitors were eager to share information about the services and products they provide that not only promote environmental stewardship, but also impact and improve the warfighter's experience.

From biodegradable hair combs to starch-based razor and toothbrush handles, organizations within the Department of Defense are pioneering creative ways to eliminate waste on the battlefield and produce reusable materials.

Each display was unique, but all embraced the event's message, "Enhancing Mission Effectiveness Through Environmental Stewardship."

For example, representatives from the Document Automation & Production Service, which comes under the Information Operations Directorate, explained how their online ordering system is more time effective and environmentally beneficial because it reduces the need for paper orders and lessens fuel consumption for employees traveling to a

DAPS facility to place the order.

One display featured the Defense Supply Center Richmond, Va., re-refined motor oil and battery program. Their Closed Loop program for re-refined oil, applicable to the continental United States only, supplies packaged and bulk re-refined oil to its customers. This program also picks up any used oil from its customers in order to have it re-refined.

The e-procurement system for the federal government, EMALL, launched by DLA in 1998, presented information about the corridor, or reserved space, in their system that provides a listing of environmentally certified "green" products for available for use by government suppliers and the military services.

Other topics included environmental training programs offering education on up-to-date environmental laws and regulations, new technologies in non-electrical lighting, and programs to extend the shelf life of paint, petroleum and batteries.

Senior leaders attended the event in the afternoon. As DLA Director Vice Adm. Keith Lippert, DLA Vice Director Maj. Gen. Mary Saunders and DLA Enterprise Support Director Ella Studer perused the exhibits, they complemented the efforts of many of the field activities present.

Also in attendance were Assistant Deputy Undersecretary of Defense for Environment, Safety and Occupational Health Alex Beehler; Office of the Undersecretary of Defense for Installations and Environment Pat Meehan; Navy Deputy Assistant Secretary of the Environment Donald Schregardus; and Chief of Staff of the Office of the Federal Executive Dana Arnold.

There are many environmental

success stories from restoration to cleanup that could have been featured, but the intent of the expo was to focus on what DLA provides its customers, according to Maj. Gordon Weiss, acquisition manager for pollution prevention in DLA's Directorate for Environment and Safety.

"As much as the expo was for people outside the building, it was for people inside the building," Weiss said. "General Saunders has said we need to get people out of their stovepipes so they do not focus solely on their job, but that they know some of the other things DLA does."

"The expo gives them an opportunity to see what we do," Weiss continued, "so they can tell themselves, 'I can do this, it makes sense environmentally, it makes us good stewards of the environment, and we are also complying with the law.' Since these things are measured each year, we wanted to focus on products and services we provide to reach this compliance."

In order to ascertain the expo's impact employees not in the environmental field, attendees were asked to evaluate the event by taking an exit survey before departing the cafeteria.

According to Karen Moran of the Directorate for Environment and Safety, the feedback on the expo was completely positive.

"In their evaluations," Moran said referring to the survey results, "many attendees appreciated the well-informed DLA expertise coming to the workplace, and judged the knowledge gained about overall DLA teamwork to be useful in their work. One typical comment was from an employee who was 'excited that DoD is participating in environmental awareness and issues.'" ♦

DSCP Holds Conference to Strengthen Domestic Industrial Base

By Bill Ernst
Defense Supply Center Philadelphia
Corporate Communications

More than 200 representatives from industry and government gathered to discuss opportunities to expand the domestic industrial base for food, clothing, textiles, medical, and general and industrial supplies for America's warfighters.

The Defense Supply Center Philadelphia, Pa., which buys over \$10 billion of supplies annually for U.S. military troop support, hosted the one-day Domestic Sourcing Conference during May in Philadelphia.

Steven Barnett, DSCP's Deputy Commander, started the conference with a discussion that focused on the importance of government maintaining a strong relationship with U.S. businesses.

"We want a reliable domestic industrial base that will be available to support our nation's warfighters when they go into combat," Barnett said. "We are well aware of the dire consequences that can flow from depending upon foreign sources for products that are essential to the warfighting effort."

Barnett discussed several DSCP commitments that were the focus of the

conference. He said that first and foremost, DSCP is committed to its long-term relationships with its valued business partners in the domestic industry. Secondly, he discussed a commitment to America's small businesses. And his third commitment was "to buy domestic products and components where it is possible to do so – and where it is not currently possible, to develop domestic sources that will make it possible." Barnett added, "We (DSCP) are committed to working with you (vendors and contractors) to make this process an unqualified success."

Later at the conference, representatives from the Small Business Administration discussed government contracting and subcontracting opportunities.

DSCP representatives presented briefings during the morning sessions that focused on DSCP's four commodity product sectors - food, clothing and textiles, medical, and general and industrial products. The representatives discussed current and anticipated shortfalls of the domestic availability of these end items.

The afternoon conference breakout sessions provided attendees the opportunity to ask specific sourcing questions relating to each of DSCP's four product sectors.

Dennis Dudek, Deputy Director for DSCP's Clothing and Textiles Directorate hosted the breakout session for clothing and textile items. He identified items that are hard to acquire in the U.S. For



Steven Barnett, DSCP's Deputy Commander, welcomes over 200 government contractors and addresses DSCP's commitment to U.S. domestic industry and America's warfighters. (Photo by Nathan Pierson)



Dennis Dudek, Deputy Director of DSCP's Clothing and Textile Directorate, hosts a standing room only breakout session focusing on U.S. domestic sourcing for clothing and textile items. (Photo by Nathan Pierson)

example, Dudek said that rubber gloves made of latex are difficult to procure domestically. He said, most of the manufacturers have moved off shore.

Similar breakout sessions were presented for food, medical and general and industrial items. Once again, DSCP representatives identified items and domestic manufacturing shortages.

"The entire conference was a great success," John DiBabbo, a Senior Procurement Analyst and Conference Chairman at DSCP said. "The breakout sessions provided an excellent exchange between DSCP and contractors for identifying and developing solutions to strengthen present and future domestic sourcing opportunities." ♦

Undersecretary of Defense for Personnel and Readiness Visits DSCC

By Debi Hybert
Defense Supply Center Columbus
Public Affairs Office

Dr. David S. C. Chu, the Undersecretary of Defense for Personnel and Readiness, accepted an invitation from Defense Supply Center Columbus Equal Opportunity Office and visited the center May 5 to celebrate Asian Pacific American Heritage Month. Included in his visit was a town hall meeting to discuss DoD's proposed National Security Personnel System.

Chu's visit at DSCC began with the Asian Pacific American Heritage Month celebration. "We are so honored to have you here," DSCC Commander Navy Rear Adm. Linda Bird said to Chu, Secretary of Defense Donald Rumsfeld's senior policy advisor on recruitment, career development, pay and benefits. Chu also oversees the nation's largest equal opportunity training program – the Defense Equal Opportunity Management Institute.

In her opening remarks, Bird acknowledged Debbie Robinson, DSCC's APA program coordinator, who recently won the Federal Asian Pacific American Council's Civilian Award for diversity excellence in her category.

Bird also recognized Alma Yin, the widow of former DSCC mechanical engineer Shoong Yin, to whom the ceremony was dedicated. Shoong pioneered DSCC's first Asian Pacific American Employment program in 1994 and brought together those of various Asian nationalities to bridge knowledge and understanding of their different cultures. His work also included seeking ways to improve upward mobility within DSCC for Asian Pacific Americans.

Chu addressed associates and explained that the Asian Pacific American's heritage in the United States dates

back to the early 19th century, and added that the honored group has served dutifully in the U.S. military, government and in their communities. Chu flavored his remarks with historical vignettes of APAs who had contributed to the nation's defense, to include several current DSCC associates and also recognized Yin and Robinson.

"These individuals truly exemplify the theme you chose "Freedom for All – a Nation We Call Our Own," Chu said.

In closing, he thanked everyone for their contributions, stating that, "weaving together the threads of many cultures is what makes our country strong."

Following the celebration, Chu spoke to associates about DoD's proposed new personnel system during a town hall meeting, noting much of the system is still in design.

NSPS will be implemented in phases, with the first wave beginning in the spring or summer of 2005. He speculated DLA's involvement would begin in 2006.

After the celebration and town hall, Chu met with local union leaders and delved deeper into department personnel issues. ♦



Dr. David S. C. Chu speaks to associates during an Asian Pacific American Heritage Month celebration at DSCC. Chu accepted the invitation to visit DSCC and serve as the guest speaker for the APA celebration and to host a town hall meeting. (Photo by Chuck Moffett)

Ohio Governor Visits DSCC

By John Foreman
Defense Supply Center Columbus
Public Affairs Office

Bob Taft, Ohio's 67th Governor and grandson of former President William Taft, made his first official visit to the Defense Supply Center Columbus, Ohio, in April, to learn more about the DSCC installation and its many missions.

Taft visited for a working lunch

with the leaders from installation organizations in the DSCC Command Conference Room and was welcomed by DSCC Commander Navy Rear Adm. Linda J. Bird.

"Governor, it's a pleasure to welcome you to DSCC. We are very glad you've come to visit our installation and learn about the many organizations and missions located here," Bird said.

During the working lunch, Ann Bradway, DSCC director of Maritime Supplier Operations, provided the Taft with an installation overview briefing, explaining the intricacies of the various missions and organizations on the installation in addition to discussing the base's history and infrastructure.

"Many times I've passed DSCC while going down Broad Street and wondered what goes on here," said

Recruiting Visit to Temple University Promises Big Dividends

By Marcia Klein
DLA Public Affairs

Mae DeVincentis, Defense Logistics Agency's director of information operations, and some of her staff took up the "recruiting" gauntlet thrown down by corporate recruiter Mark Smith at a recent corporate board meeting. Her target: Philadelphia's Temple University, her alma mater.

"Mark challenged everybody on the corporate board to pitch in and help," she said. "It's certainly not my full-time job – I'm not a Human Resources person – but for people to go back and visit the school they graduated from is a great idea. I found it really helpful and I think it was worth our time."

DeVincentis teamed up with long-time friend Roger Dixon, another Temple graduate and now a product business manager at Defense Supply Center Philadelphia, to put out the good word about working for DLA.

"He's been a much better alumni than I have been. He goes back all the time, and so I thought he might have a better network to coordinate a visit," she said. "We asked the question and as if by magic learned that there was a career fair coming up soon ... so we got the material from Mark [Smith] and off we went."

Debbie Davis and Olga Lagares, staffers in the J-6 strategy, policy and resources office, and Lt. Cdr. Keith Sykes, the new J-6 executive assistant, also took part.

The career fair inside Temple's Liacouras Center attracted thousands of students, and DeVincentis said the crowd around the DLA booth was constant during the two-hour visit. She said they received more than 50 resumes from qualified graduates who also had strong work experience.

The visit to Temple was only the most recent recruiting trip made by DLA staffers. Smith has been visiting colleges, universities and other career fairs around the country. Other

members of the J-6 staff have also been on the road, recruiting for the new Information Operations career program, a two-year internship beginning with a GS-7 with a GS-11 target grade.

There are multiple paybacks for DLA's recruiting efforts, according to those who have taken part. The visits around the country help attract a more diverse work force for the Agency, something DLA is strongly committed to. They also help ensure that DLA is positioned to replace an aging work force while its "institutional memory" is still accessible.

"We have to replenish the work force. We've got to start now – we can't wait until we're in a crisis mode," DeVincentis said. "We need to get [new employees] inculcated. We need to get them into the Agency and get that knowledge transfer, get them trained and at the journeyman level, actually doing the work the agency needs done."

The impending retirement of an aging "baby boomer" work force without sufficient employees qualified and experienced to take over leadership positions is the "crisis" DLA could face without this proactive recruiting effort to attract younger, top-quality professionals, DeVincentis said.

"I think all these efforts are going to pay big dividends. Not now, not while we're making the investment in time, in training, but five to 10 years down the road, those leaders will look back and say 'thank goodness people took the time out of their schedules to go out and recruit quality college graduates' so that DLA can continue to be as successful as we've been in the past," she said. ♦



Mae DeVincentis talks with potential applicants at Temple University, Philadelphia, Pa.

Taft. "Now I really understand the magnitude of your many missions."

After the briefing, Taft was presented with a memento of the visit and toured the DSCC Contact Center.

While in the contact center, he got the chance to speak via telephone with Adrian Williams, a general supply specialist from the DSCC Aerospace Weapon Systems Group, who deployed to Iraq in January. Williams is working there as a Defense Logistics

Agency customer support representative.

Hailing from the governor's hometown of Cincinnati, Ohio, Williams exchanged some dialogue with the governor about the Cincinnati Reds baseball franchise before describing his DLA mission in Iraq.

While visiting the contact center, Taft also spent time with Bessie Muir of the DSCC Customer Advocacy Group, discussing her deployment to Kuwait.

Muir explained how she helped to expedite orders through the DSCC and DLA contact centers.

Following his visit to the contact center, Taft toured the rest of the base, where he learned more about the various installation organizations.

Prior to his departure, Taft expressed his appreciation to the DSCC staff, "Thank you very much for the outstanding briefing and tour. You're doing a great job here." ♦

Defense Logistics Agency Celebrates Small Business Week

DLA Public Affairs Office

As part of Defense Logistics Agency's annual celebration of Small Business Week, held May 18-20, the DLA Small Business Awards Program recognized selected DLA employees for their outstanding contribution and support to the Agency's small business programs.

"These awards encourage outstanding and extraordinary performance of DLA personnel in implementing the national and DLA policy to aid, counsel, assist and protect the interests of small business, small disadvantaged business and women-owned small business," said Pat Cleveland of the DLA Small and Disadvantaged Business Utilization Office.

DLA Director Vice Adm. Keith Lippert recognized the performance of these selected individuals and offices at an official awards ceremony held at the McNamara Headquarters Complex.

"What I enjoy best about this job is that I get the chance to recognize people who have done outstanding work within the Agency," Lippert said. "This week we get to recognize the great work in our small business program. I am especially pleased to be able to personally commend each of our award recipients."

"We have supported our troops in Operation Enduring Freedom and Operation Iraqi Freedom," Lippert continued. "We have provided them with the supplies they need to fight the war on terrorism. With their [awardees] foresight and dedication, our awardees not only benefited small businesses, but they proved themselves to be responsible stewards of our taxpayer dollars."

In fiscal 2003 alone, DLA awarded \$7.1 billion to small businesses, more than 41 percent of its contract dollars, surpassing the Department of Defense-set goal of 38 percent.

In his concluding statements, Lippert stressed, "We don't provide

the spare parts or provide the contracting services; it's our industrial base that does it. Small business partners have provided these supplies and services that we ship to our customers in an extraordinary manner. They've done it by being on time and providing their service anywhere. It's your accomplishments that have enabled this to happen."

Award recipients include:

- Richard C. Rosanelli, small business specialist, Defense Supply Center Richmond, Va.
- Defense Supply Center Richmond, Va., Commander, Rear Adm. Michael Lyden, and his staff for outstanding support of the DLA small business program
- Members of the Directorate of Business Operations, Industrial Machinery Branch, Defense Supply Center Richmond, Va.
- Ann Reiter, contract specialist, Clothing and Textiles Directorate, Defense Supply Center Philadelphia, Pa.



The Defense Logistics Agency Small Business Program recognized DLA employees for their outstanding contribution and support to the Agency's small business programs. DLA Director Vice Adm. Keith Lippert (left) presented the awards. (Photo by Thomas Wilkins)

• Jacqueline Pelullo, contracting officer, Directorate of Clothing and Textiles, Defense Supply Center Philadelphia, Pa.

As the DSCR Small Business Specialist, Rosanelli was awarded the 2003 DLA Award for Professionalism in the Small Business Program, for providing outstanding support and significant contributions to the DLA small business program. Rosanelli was responsible for the implementation of DSCR's Small Business Improvement Plan initiatives. In addition to performing his routine duties as a small business specialist, Rosanelli was responsible for the implementation of the small business market baskets, service-disabled veteran-owned small business outreach, and the Small Business Bulletin Board.

The Directorate of Business Operations, Industrial Machinery Branch, DSCR, was selected as the recipient of the 2003 DLA Award for Excellence in Assisting Small Business. The Industrial Machinery

Branch completed a feat no others at DSCR have accomplished. Through their willingness to support small business and the ability to embrace new ideas, this small team had a significant impact on DSCR's goals for small business as well as women-owned small business, HUB zone small disadvantaged business, and Section 8(a) small business concerns.

Army Lt. Col. Peter Altavilla, a contract specialist with DSCP, accepted the award for Reiter who could not attend the ceremony. Reiter, who is also a contract specialist with DSCP's Clothing and Textiles Directorate, received the 2003 DLA Award for Excellence in Assisting Small Disadvantaged Business. Reiter is recognized for her exceptional performance while serving as a contract specialist on the Battle Dress Uniform Team, in the Clothing and Textiles Directorate. Her actions resulted in the expedited development of small disadvantaged business under the Section 8(a) Program while providing improved quality of service to the

DLA customer. Her actions exemplify her work ethic and the type of work she performs on a regular basis.

Jacqueline Pelullo, a contracting officer with DSCP's Clothing and Textiles Directorate, is the recipient of the 2003 DLA Award for Excellence in Assisting Women-Owned Small Business. Pelullo oversaw unprecedented sales growth and worked with small business manufacturers to ensure accelerated deliveries in support of America's current war effort. Pelullo's deep concern for the impact of government procurement on socioeconomic programs is shown through her daily performance and the awarding of a contract for \$4.5 million to a HUB zone women-owned small business.

DLA Director of SADBUD Tom Ray concluded, "The individuals who have been recognized here today have shown that it is not just necessary to do a good job, they have stretched themselves to meet the challenges of the new millennium. We appreciate their efforts and we applaud their accomplishments." ♦

DESC Japan Celebrates 10-Year Anniversary



Current DESC Japan team from left to right. Front: Reggie McCaw (deputy director), Yumi Morita (supply requirements/distribution clerk), Christina Nishie (budget analyst), Lt. Col. Rob Letourneau (commander). Back: Jeff Connell (distribution facility specialist), Sgt. First Class Cory Van Ry (petroleum operations supervisor), Rick Fiorey (quality assurance specialist). Not pictured: Quin Bragasin (lead quality assurance specialist), Akiko Okino (administrative specialist), and Lee Green (inventory manager).

By Lt. Col. Robert Letourneau, USAF Commander, Defense Energy Support Center, Japan

Defense Energy Support Center Japan was established in April 1994 with the signing of a memorandum of understanding between the Defense Fuel Region, Pacific, the United States Army Japan/IX Corps, the U.S. Fleet and Industrial Supply Center Yokosuka, and U.S. Forces Japan. That memorandum transferred responsibility for the management of the Inland Petroleum Distribution Mission on the main islands of Japan, excluding Okinawa, from the United States Army Japan/IX Corps to Defense Fuel Region,

See Japan, page 40

Pacific and Fleet and Industrial Supply Center Yokosuka effective April 1, 1994. It also established the Defense Fuel Office Japan.

On May 3, 1994, the Defense Fuel Supply Center (the predecessor to DESC) hosted a formal ceremony marking the activation of a new Defense Fuel Office in Japan. Air Force Col. Leon Wilson, DFSC director, uncased the unit colors and passed them to Navy Capt. Fred Chitty, Defense Fuel Region, Pacific

commander. Chitty then passed the colors to Air Force Maj. Don Flowers, the first commander of Defense Fuel Office Japan.

The initial staff included Sgt. Victor Harper who moved from the Army Transportation Office in Yokohama where he was the Chief of the Traffic Operation Section to Yokota Air Base. Harper is now a Sgt. Maj. serving at Fort Bliss, Texas. One of his first orders of business was to hire Tomoko Saito as the admin-

istrative specialist and Christina Nishie as the budget analyst. Saito now works for the USFJ/Yokota Legal Office. Nishie is still a critical member of our team today and continues to provide outstanding support and much needed continuity. Flowers, now a Colonel, has returned to the DESC family as the director of Facilities and Distribution Management. The initial staff worked diligently to transition the IPDM and establish

DSCP Celebrates Intern Graduation

By Bill Ernst & Diana Stewart
Defense Supply Center Philadelphia
Corporate Communications

Twenty-seven proud Defense Logistics Agency and Defense Supply Center Philadelphia, Pa., employees graduated from DLA's Corporate Intern Program and the Logistics Mid-Level Development Program in February. Friends, family members, and co-workers joined the combined graduating classes at the ceremony. DSCP's

Commander, Brig. Gen. Raymond V. Mason, the keynote speaker, commended the graduating classes on their accomplishments.

"Our agency continues to make great strides in developing our most important resources, our people, and we recognize that our future successes are dependent upon each of you," Mason told the graduating classes. "Take an active role as leaders in all areas of your life. Be a role model and set examples for others to follow. Focus on



DLA Logistics Mid-Level Development Program graduates pose for a photo. Pictured here from left to right are Lynn Travers, Career Program Administrator for the Mid-Level Program from the DLA Training Center, Peter Thompson, Elaine Jordan, George Gross III, Annette Griffin and Army Brig. Gen. Raymond V. Mason, commander Defense Supply Center Philadelphia. (Photo by Nathan Pierson)

a foundation of outstanding mission support.

The DESC Japan mission has grown and evolved over the years and we have built upon the foundation of excellence to support a new and significant Posts, Camps and Stations (PC&S) mission, add a quality assurance mission, and serve as the largest facility program in the Pacific. Our staff is still small and effective, but now has 10 personnel composed of military, civil service, and local

nationals. The team supports 15 Defense Fuel Support Points and more than 108 geographically disbursed PC&S customers. DESC Japan executes an annual \$486 million fuels program involving administration of seven major contracts and a switching agreement with the Japan Freight Railway Corporation. The staff also manages the storage and distribution of over 11 million barrels of petroleum products annually. DESC Japan provides

the vital link between the Defense Energy Support Center and the Japanese area of responsibility supporting U.S. Pacific Command, U.S. Forces Japan, its component commanders and their 130,000 military, civilian, dependant, and local national personnel on 91 facilities across Japan. The positive operational impacts of this mission support are felt daily across Japan and reach directly into the Global War on Terrorism. ♦

meeting our customers needs – they are the reason we exist.”

“The DLA Corporate Intern Program is designed to prepare entry-level employees for success in their chosen careers,” said Hector Rodriguez, Intern Program manager from DSCP’s Office of Procurement Management.

“Participants receive a variety of methods of training and gain an overall understanding of how logistics works by visiting the different activities within the Agency,” he explained.

The DLA Logistics Mid-Level Development Program is

a comprehensive, two-year developmental program for journeyman level participants. The program prepares participants for future leadership and supervisory positions and provides a broad understanding of how logistics works in the Agency.

“These programs are a rebirth of corporate programs available in the 1980s,” said Rodriguez. “This is the first group we graduated since reintroducing the program in 2000.”

More information on these DLA Career Intern Programs can be found at www.hr.dla.mil. ♦



Graduates of the DLA Corporate Intern Program celebrate their graduation. Pictured seated front row from left to right: Thomas Garofalo, Brenda Madison, Walter Shandruk, Melisa Hoffman, Jeff Jaworski and Merari Rivera. Second row from left: Lucinda Williams, Carolyn Zdunkiewicz, Donita Murray, Janeen Poulson, Maryann Koller and Marlene Krell and Lisa Kaminer. Last row from left: Army Brig. Gen. Raymond V. Mason, Tyrone Knight, Valerie Sullivan, Pamela Tull, Frank Hennen, Scott Famous, Kate Adamow, Ira Clavner and Mo Qaddoumi. Mason is the commander Defense Supply Center Philadelphia. Hennen is the Defense Training Center Career Program Administrator. (Photo by Nathan Pierson)

DSCP Co-Sponsors Federal Health Care Acquisition Conference

By Dena Selkow
Defense Supply Center Philadelphia
Corporate Communications

In his opening remarks at the 2004 Federal Health Care Acquisition Conference, Army Brig. Gen.

Raymond Mason, commander of the Defense Supply Center Philadelphia, said the overwhelming conference attendance demonstrated something about the importance of the future of health care acquisition...that perhaps that future is now.

There were over 800 individuals packing the Morial Convention Center in New Orleans, with representatives from industry, government and Defense agencies. The exhibit hall also boasted 110 exhibitors with informative, hands-on booths and displays. Sponsored as a collaborative effort between the Defense Logistics Agency Defense Supply Center Philadelphia and the Department of Veterans Affairs, Office of Acquisition and Materiel Management, Mason said the conference would provide solutions of how to provide the best possible health care to America's veterans, service members, military retirees and their eligible family members.

"This conference is aimed towards giving you an edge in navigating the constant sea of change we call federal health care acquisition," he said. "One of the primary goals here is to improve communication and education towards promoting the use of joint acquisition and procurement programs."

Mason also told participants to listen, engage and learn what they could to attain long range goals of: eliminating redundancy in contracting, achieving lower medical material costs, combining the strengths and buying power between the DVA and DLA to better serve customers and improving cooperation within the federal govern-

ment to get the best use of resources.

"The depth and breadth of what we do during the conference will someday shape the future of health care acquisition," he said. "There has never been a tougher time or a better time to be involved in health care acquisition as it applies to our customers."

*"This adds value
to our Nation—
because it increases
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for America's
heroes in terms
of medical
health care."*

- Steven Barnett

Nick Sistrun, who works in DSCP's Corporate Communications Office and served as the Committee Chairperson for the 2004 conference said industry partners came to share products, information and the latest technology with the health care acquisition community and that was certainly achieved.

"There was an incredible amount of

networking at the conference, which I believe was paramount to the success of the conference," he said. "Also, traditionally the majority of conference attendees were acquisition-oriented individuals. The 2004 conference attracted a more diverse audience and a wide range of suppliers."

He said judging from verbal feedback and informal conversations, attendees were extremely pleased with what they were seeing and hearing at the conference.

For future conferences, Sistrun expects that that depth and scope of the conference will increase, drawing an even larger number of attendees.

In his closing remarks to the audience, Steven Barnett, deputy Commander of DSCP, told the audience that partners from industry will play a key role in helping the DoD/VA achieve its vision of developing a world-class partnership that delivers seamless, cost effective, quality services for the customer.

"This adds value to our Nation—because it increases the quality of life for America's heroes in terms of medical health care," he said.

Barnett closed with, "Whatever we can do together...whatever needs to be done to improve the health care acquisition process to veterans, service members, military retirees and their eligible family members...let's do it! Let's partner to get it done!"

Keynote speakers at the conference included: The Honorable William Winkenwerder Jr., M.D., Assistant Secretary of Defense for Health Affairs; Maj. Gen. Mary L. Saunders, USAF, Vice Director, Defense Logistics Agency; and George T. Patterson, Executive Director and Chief Operating Officer for the National Acquisition Center, Office of Acquisition and Materiel Management, Department of Veterans Affairs. ♦

AMC, DLA Talk of Delivering Readiness to Warfighter

By Jim Katzaman
DLA Public Affairs

Throughout the day on May 4, the leaders of Army Materiel Command and Defense Logistics Agency converged at DLA headquarters for the Agency's annual AMC Day, this one focused on "Delivering Readiness to the Warfighter."

This was everyone's first chance to assess where AMC and DLA stand one year after the onset of war in Iraq and the experience of almost two years after go-live for DLA's business systems modernization and nearly three years into the global war on terror. Together the AMC and DLA leaders reviewed their progress in mutual support and how to improve their relationship in the years ahead.

DLA Director Vice Adm. Keith W. Lippert started the session by welcoming Gen. Paul J. Kern, AMC commanding general, and Brig. Gen. Charles W. Fletcher Jr., Army assistant deputy chief of staff for logistics.

Lippert then began his presentation detailing DLA's top five priorities: Support to the warfighter; Agency transformation, featuring BSM; corporate climate; the "new normal" as DLA leans forward to support the warfighter while the Agency deals with peaks and valleys in customer demand; and Distribution Process Owner partnership with U.S. Transportation Command.

Lippert made special note that before and since the start of Operation Iraqi Freedom, DLA not only stayed above the Department of Defense supply availability goal of 85 percent but even achieved the "highest aviation supply availability ever" when the Agency topped 89 percent, a level, the director noted, that DLA is approaching again as its support in Iraq continues.

At the same time, Lippert added, the Agency achieved the lowest backorder number in history in March. In fact,

he said, the number of 180-day backorders has been on a precipitous decline since at least October 2001.

Specifically for the Army, the Director pointed to graphs showing, in both hardware and overall supply availability, DLA has generally exceeded the 85 percent DOD goal with some trends even into the 90 percent range.

As an added bonus, Lippert capped his presentation by noting DLA's; achieving a 15.5 percent cost-recovery rate in fiscal 2004, which is also the lowest rate in Agency history. "These are savings returned to the warfighter," he said.

"Tomorrow's vision," Lippert concluded, is for DLA to be "smaller, more efficient and leveraged with best business practices."

Having set the tone for the rest of the day's presentation, the Director yielded to other DLA and AMC speakers. Topics included an update on AMC and DLA partnering initiatives, the reliability engineering initiative, a land performance update and assessment, talk of expected business for DLA, an aviation performance update, a look at the newly formed U.S. Central Command Deployment and Distribution Operations Center, and DLA enterprise transformation.

For their part, the Army representatives presented their service's views on working with unique item identification and how it relates to the developing technology of radio frequency identification. AMC then presented a status update about the Army's own logistics enterprise integration, concluding that "the foundation is nearing completion," and the service "needs to continue to work closely with DLA and the rest of the log community."

With new action items in hand, the AMC and DLA leaders ended their day, their goals laid out for the next AMC Day in 2005. ♦



Gathered to kick off AMC Day are (from left) Maj. Gen. Daniel G. Mongeon, DLA Logistics Operations director; Lt. Gen. Richard A. Hack, AMC deputy commanding general; Maj. Gen. Mary Saunders, DLA vice director; Gen. Paul J. Kern, AMC commanding general; Vice Adm. Keith W. Lippert, DLA director; and Brig. Gen. Charles W. Fletcher Jr., Army assistant deputy chief of staff for logistics. (Photo by Thomas Wilkins)

Crandall Accepted into Prestigious Leadership Development Program

By Kathleen Hausknecht
Defense Reutilization and Marketing Service
Public Affairs Office

Richard Crandall has taken a number of training classes during his 19 years with the Defense Reutilization and Marketing Service, so, when he applied for another training program in February of this year, he didn't think much about it. As chief at the Defense Reutilization and Marketing Office, Oklahoma City, Okla., Crandall knew that this was a higher level program and that his application would need three endorsements, including one from DRMS Commander Col. Patrick O'Donnell. What he didn't expect though, was a phone call in April from Defense Logistics Agency Director Vice Adm. Keith Lippert, congratulating him on his acceptance to the Office of the Secretary of Defense Supply and Transportation Fellows Program.

"My first thoughts were 'Why is the DLA commander calling me?' He actually asked if I wondered why he was call-

ing, and I said 'yes.' He then stated this is a good thing," said Crandall of the phone call. "I knew that DRMS had endorsed the application; however, I had no idea if my application would result in a nomination by DLA."

The OSD Fellows Program is a prestigious one-year leadership program that accepts a limited number of mid-level logistics professionals nomi-

nated by their sponsoring organizations. DLA and the military services are authorized two nominees each, and the national guard and coast guard are each authorized one. Those in the OSD Fellows Program gain hands-on experience and come away with a broader, holistic perspective of supply and transportation issues within the federal government, OSD, military services and other defense agencies.

The program consists of four rotations. Crandall began the program July 12 in Arlington, Va., with the Undersecretary of

Defense for Transportation. He'll also do stints with the USD for Supply



Richard Crandall, chief of the Defense Reutilization and Marketing Office, Oklahoma City, Okla., was accepted to the Office of the Secretary of Defense Supply and Transportation Fellows Program.

Integration, DLA and one of the military services. Crandall selected to do his rotation with the Air Force not only because he currently works at Tinker Air Force Base, but, also because even with the military base closings among the services, he believes the Air Force will still remain strong in the future.

Crandall sees the OSD program as more expansive than his previous training and feels his additional skills within the supply and transportation fields will benefit the transforming DRMS and DLA.

During his years at DRMS, Crandall has seen a lot of change. He has had some "outstanding assignments" with DRMS and says the key is being mobile. Crandall has been the DRMO chief at Sigonella and Livorno, Italy, and served as acting zone manager for the Mediterranean zone. Being flexible has provided great opportunities for his family. "I see the glass as half full, not half empty," says the optimistic Crandall.

Before beginning his career at DRMS, Crandall served on active duty in the U.S. Marines for 13 years. ♦

"My first thoughts were 'Why is the DLA commander calling me?' He actually asked if I wondered why he was calling, and I said 'yes.' He then stated this is a good thing,"

- Richard Crandall

County Honors DSCR as Large Business of the Year

*By Public Affairs Office
Defense Supply Center Richmond*

Chesterfield County, Va., has named Defense Supply Center Richmond, Va., as Large Business of the Year for 2004.

DSCR shared the honor with the DuPont Spruance Plant a few miles north of the center. "For the first time, there was a tie for this honor," said James Dunn, director of economic development for Chesterfield County.

"DSCR upholds the standards and

principles of ethical business practices, participates consistently in the community and is recognized as a leader among its peers," Dunn added. "The Board of Supervisors honors DSCR with this prestigious award because it has consistently demonstrated dedication and commitment to the Chesterfield community."

DSCR was honored May 19 at a Business Appreciation Reception. The Chesterfield County Board of Supervisors adopted a resolution May 26 recognizing DSCR as the

Large Business of the Year.

Defense Supply Center Richmond is the second largest employer in Chesterfield County and one of the 10 largest employers in the Richmond area. Its community involvement includes partnership with four public schools, donating more than \$260,000 to the Combined Federal Campaign — the most of any federal agency in the area — and membership in civic, business and professional organizations. ♦

DSCC Commander, Associates Accept 2004 Commander in Chief's Award

*Defense Supply Center Columbus
Public Affairs Office*

Defense Supply Center Columbus Commander Navy Rear Adm. Linda Bird accepted the 2004 Commander in Chief's Award for Installation Excellence on behalf of all DSCC associates during a May 7 ceremony at the Pentagon.

About 37 DSCC associates representing the directorates comprising the organization made the trip to Washington, D.C., for the award ceremony, which took place in the center courtyard of the nation's defense headquarters.

Bird noted that DSCC marked its 86th year of service to the armed forces May 4. "The people of this center have a proud tradition of excellence. Not only are they a four-

time winner of the Commander in Chief's Award... they set a high standard throughout the Defense Logistics Agency that separates them from the rest," Bird said.

The commander said "The DSCC Way" is the driving force that fuels associates' mission to provide world-class supply chain solutions for land, air and maritime weapon systems.

"It is the hallmark of excellence that has allowed us to achieve the success that we celebrate today. It means that we are committed to sustaining high levels of performance as we continue our cultural growth that allows each associate to be successful.

"And represented here with us today are associates from every part of our mission ... from contract specialists, to supply technicians, to those

who serve on contingency teams on the front lines, to those who represent labor unions... just to name a few," she added. "Our associates are focused on meeting the readiness demands of the warfighter."

During the ceremony, Deputy Secretary of Defense Paul Wolfowitz praised the hard work and dedication of the five military installations honored as the "best of the best" as recipients of this year's Commander in Chief's Award for Installation Excellence.

In addition to DSCC, the other 2004 CINC winners are Fort Stewart in Hinesville, Ga.; Marine Corps Air Station, Miramar, San Diego, Calif.; Naval Air Engineering Station, Lakehurst, N.J.; and Beale Air Force Base, Marysville, Calif. ♦

DSCC Associate Awarded Bronze Star

By John Foreman
Defense Supply Center Columbus
Public Affairs Office

Associates in the Business Operations Office at Defense Supply Center Columbus, Ohio, were acquainted with Brent Watson for about a month before he received orders for deployment to Afghanistan in early 2003. They knew him as a hard working and dedicated employee, and now they know him by another name...hero.

As a member of Company C, the U.S. Army Reserve's 412th Civil Affairs Battalion from Whitehall, Ohio, Staff Sgt. Watson served a nine month tour of duty in Afghanistan, where he participated in more than 40 combat operations, with distinction, and was awarded the Bronze Star for his efforts.

The nomination accompanying the medal citation states that during his tour of duty in Operation Enduring Freedom,

Watson participated in numerous firefights, including one mission to capture a local terrorist leader.

On June 17, 2003, Watson's convoy came under attack by heavy machine gun and rocket propelled grenade fire in the "Pesch" Valley, a known enemy stronghold. During the attack, Watson exposed himself to direct

exceeding his level of training and experience, and that his leadership benefited all those around him during Operation Enduring Freedom.

At DSCC, Watson continues his support to the warfighter by helping capture and document the lessons DSCC has learned from Operation Enduring

Freedom and Operation Iraqi Freedom.

"Brent's in a unique position because he is one of the few people that have seen the supply pipeline from both ends of the spectrum. He's been there and can really focus on the needs of the soldier in the field, yet he has the supply experience to understand the intricacies of procurement," said Navy Cmdr. Steve

Haveranek,

deputy director of DSCC Readiness and Business Operations Office. "He's also very smart and has a lot of energy. He gives 100 percent to the mission."

DSCC Commander Navy Rear Adm. Linda Bird presented Watson a DSCC coin in recognition of his award. ♦



Brent Watson of the DSCC Readiness and Business Operations Office receives a DSCC coin from DSCC Commander Navy Rear Adm. Linda Bird in recognition of his receiving the Bronze Star for heroism in Afghanistan. (Photo by Charles Moffett)

enemy fire to pull another detachment member out of the line of fire. This heroic action was the catalyst for the detachment to return fire and safely exit the ambush with no casualties.

The nomination also states that Watson performed in a heroic and professional manner far

DSCR Recognized for Environmental Success

By Andrew Gootee
Defense Supply Center Richmond
Public Affairs Office

The Virginia Department of Environmental Quality recognized Defense Supply Center Richmond, Va., as an Environmental Enterprise in a ceremony at the center April 2.

The Environmental Enterprise designation honors organizations that are successfully managing their impacts on the environment through the use of an environmental management system.

Harry Gregori, assistant to the director of the VDEQ, said the work DSCR has done on its EMS has high-level federal visibility. "The president's federal environmental executive and his chair of the Council of Environmental Quality all know about the good work happening at DSCR."

Charles Carrell, director of DSCR Support Services, opened the ceremony. Carrell said that the center is proud of three accomplishments with respect to the environmental management system. "We have successfully deployed the EMS with Support Services. The center has implemented a pilot program to work with the surrounding counties

and other stakeholder agencies. The Virginia Department of Environmental Quality has recognized DSCR's progress by awarding us the Environmental Enterprise designation," he noted.

VDEQ strongly encourages organizations in Virginia to develop environmental management systems. All federal facilities must have an EMS in place by December 2005.

The Environmental Enterprise level of participation in the Virginia Environmental Excellence Program is given to organizations developing their EMS and meeting VDEQ's other requirements to improve environmental quality.

DSCR submitted to VDEQ targets and objectives the center has developed to address significant environmental impacts, as well as a description of the facility's pollution prevention program. These targets and objectives along with a record of significant compliance with environmental laws are required to achieve the Environmental Enterprise designation.

DSCR's EMS ensures operating procedures are working as effectively as possible and are as environmentally-friendly as possible. This is accomplished through written procedures that address the environmental goals and objectives for the center.

DSCR joins only four other Department of Defense activities in Virginia to have the Environmental Enterprise designation.

Gerry Seeley, director of the VDEQ Piedmont Regional Office, presented DSCR Commander Rear Adm. Mike Lyden, with a certificate acknowledging the designation.

"We must support the warfighter, and we are also dedicated to protecting the environment," Lyden said.

In related news, the Environment Virginia 2004 Symposium chose Jimmy Parrish, an environmental protection specialist at DSCR, as one of the top four environmental leaders in Virginia because of his work with the center's EMS. The symposium is a forum for exchange of environmental information and technology among the public and private sectors. ♦



Rear Adm. Michael Lyden, commander, Defense Supply Center Richmond, receives a certificate of environmental excellence from Gerry Seeley of the Virginia Department of Environmental Quality. (Photo by Jackie Palmer)

Multi-Million Dollar Savers Reap Rewards from DoD

By Jim Katzaman
DLA Public Affairs

Six teams and individuals combined to save the Defense Logistics Agency and the nation's taxpayers millions of dollars in fiscal 2003, and earned themselves Honorary Value Engineering Achievement Awards from the Department of Defense. The director of defense systems in the Office of the Undersecretary of Defense for Acquisition, Technology and Logistics presented the awards May 12 at the Pentagon.

The DLA Value Management Program is aimed at reducing cost of material while retaining the same or better quality, reliability and function. During fiscal 2003, DLA saved \$195.42 million through value management. The former Office of the Assistant Secretary of Defense for Acquisition and Logistics initiated the DoD Value Engineering Awards Program in 1982 to encourage additional projects and improve in-house and contractor productivity.

There are five award categories: program or project; individual; team; organization; and contractor. In addition, there is a "special" awards category to recognize innovative applications or approaches that expanded the traditional scope of value engineering use.

DLA recipients for the fiscal 2003 DoD Value Engineering Honorary Awards are:

- Program or Project: C-5 Floorboard Project Team, Defense Supply Center Richmond, Va.
- Individual: Andrew Utz, Defense Supply Center Columbus, Ohio
- Team: Value Engineering Team, Defense Supply Center Columbus, Ohio
- Organization: Defense Supply Center Richmond, Va.
- Contractor: Outdoor Venture Corporation, Stearns, Ky.
- Special: Value Management Team, Defense Supply Center Philadelphia, Pa.

The C-5 Floorboard Project Team included William Jahna, equipment specialist; Michael Phelan, mechanical engineer; Brenda Zepeda and Brenda Marrow, Product Center-10 item managers; and Diane Sibley, emergency supply analyst, at DSCR, and Sidney Hunnicutt and Denise Humphries, organic manufacturing business managers from the Warner Robins Air Force Base, Ga., Business Development Office.

To date, the team has produced direct savings of \$481,000. Process improvements resulting from the team's efforts have contributed significantly to the success of the DLA Organic Manufacturing Program, according to A.J. Kendrick, program manager for DSCR value engineering.

Since fiscal 2000, organic manufacturing savings have exceeded \$5 million.

Utz, a mechanical engineer at DSCC, processed 529 out of 1,047 price challenges received for fiscal 2003. His work resulted in savings of nearly \$4.1 million on 152 new cases and 109 follow-on cases.

The DSCC Value Management Program Unit included value analysts Robert A. Volk Jr., Timothy D. Ratliff and Mark D. Cutler. In the last six years their organization reported net savings of \$271.4 million, including \$27 million alone for fiscal 2003.

Their top value engineering projects resulted in cost-avoidance savings of \$3.4 million on the electrical chassis for the F-15 aircraft, \$2.7 million in lifecycle savings in redesign costs of the C-141 aircraft fire-protection panel and \$27,000 in reduced acquisition costs on 78 electrical connector plug national stock numbers used on several Navy aircraft.

Jim Bailey, DSCR deputy commander, accepted the organization award for the supply center. In fiscal 2003, DSCR realized gross government savings of \$64.8 million. Savings as a percent of obligations was 2.36 percent. With a total investment of \$3.9 million, DSCR netted a return of more than 15:1. In the last six years DSCR has achieved net savings of more than \$312 million.

In the contractor category, Outdoor Venture Corporation, with President and Chief Executive Officer James C. Egnew, saved more than \$450,000 for the government during the three-year royalty-sharing period. The company did this through value engineering change proposals to change the cloth and manufacturing process of insulated floors. Outdoor Venture's participation in the DLA Value Management Program has resulted in total government savings of \$13.86 million, with a resulting 50 percent contractor royalty share of \$6.93 million.

The company's top management team has maintained active participation in the Value Engineering Program since their first contract with DLA in 1987, submitting 187 cost-reduction or product-improving value engineering change proposals in the last 17 years.

DSCP's Value Management Team, receiving the special award, included Eduardo Hidalgo, VM coordinator; and VM program managers Susan Caso-Bolnick for clothing and textiles; Andrew Scott, subsistence; Lemir Diaz, medical; and John Dignam, general and industrial. Other VM team members included Kathy Ann Rivell, clothing and textiles; Vincent Device and Mitchel Santo, general and industrial.

During the last five years DSCP has achieved net savings of \$224.49 million, or an average of \$44.89 million per year. During fiscal 2003, 60 value-engineering proposals were completed, and five contractor-generated value engineering change proposals were implemented. ♦

FWP Announces “Women of the Year” Winners

By Lorraine Netzko
Defense Supply Center Philadelphia
Public Affairs Office

The Defense Supply Center Philadelphia, Pa., Federal Women's Program announced its winners for “Women of the Year” at a recent luncheon ceremony held in coordination with Women's History Month.

The Federal Women's Program supports the Equal Employment Office (EEO) Affirmative Employment Program providing initiative to address the problems and concerns of women in the development of the Activity's EEO Affirmative Employment Program Plan. The FWP also coordinates various projects and activities including Woman's Equality Day, Take Our Children to Work Day and Women's History Month.

The theme for this year's Women's History Month and luncheon observances was “Women Inspiring Hope and Possibilities.”

“I can think of no better symbols of America's spirit of inspiring hope and possibility than the 34 women, all winners, that we are honoring here today,” said DSCP Commander Army Brig. Gen. Raymond V. Mason. “As I reviewed the packets of those nominated this year I was struck and in awe of their dedication to this Nation's military and their individual commitment to excellence in leadership.”

Mason noted that the commitment of the nominees reminded him of a quote by Gen. of the Army Omar N. Bradley, who is considered one of America's greatest leaders and heroes. Bradley said “Leadership in a democratic society like the United States of America means firmness, not



From left, Geraldine M. Cromley, Judy Pfander, COL Raymond V. Mason, USA and Beverly Anderson at the recent Federal Women's Program “Women of the Year” ceremonies. Cromley Chief, Subsistence Business Office, took the honors in the Supervisory/Manager (Male or Female) Any Grade category. Pfander, a human resources specialist in the Human Resources Office, took the honors in the Non-Supervisory (Female) GS9-15 category. Anderson, a commodity logistics specialist in the General and Industrial Directorate, won the award in the FWP Member category. Mason, who has since been promoted to Brigadier General, is DSCP's Commander.

harshness...understanding, not weakness...justice, not license...humanness, not intolerance...generosity, not selfishness...and pride, not egotism.”

Mason added that the nominees share those qualities and have gone against convention, not being satisfied with just the status quo.

“These ladies, each in their own way, took personal and professional risks and pushed through that glass ceiling that unfortunately still exists to some degree today,” Mason said. “Eleanor Roosevelt described that type of behavior very eloquently when she said ‘You gain strength, courage and confidence by every

experience in which you must really stop and look fear in the face. You must do the one thing you cannot do.’ Each of you displays that kind of courage. You are an example to each of us,” he added.

The nominations for recognition as “Women of the Year” recognize female or male employees who personify excellence in their work environment, related activities and community service that support the objectives of the Federal Women's Program committee. This year there were 34 people nominated in four categories.

The winner of the Non-Supervisory GS-1 through GS-8 category was Kimberly Barnes.

See Women, page 50

Barnes is a management and program assistant at DSCP-Europe. She was nominated for “consistently demonstrating herself to be an outstanding role model and mentor to all employees by her consistently strong work ethic and overall positive attitude.”

Barnes is described as tirelessly dedicated to successful problem solving and possessing an absolute willingness to take on any challenge as an added value to DSCP and its customers.

DSCP-Europe Commander Army Lt. Col. William Zeller accepted the award on Barnes’ behalf.

Human resources specialist Judy Pfander took the honors in the Non-Supervisory (Female) GS-9 through GS-15 category. Pfander was nominated for initiating goal setting and Individual Development Plan workshops for GS-6 and below employees. She also counsels many employees on the benefits of continuing their education and has provided guidance in training courses and on-the-job training to better prepare employees for promotional opportunities.

Geraldine Cromley, chief, Subsistence Business Office, was selected as the winner in the Supervisor/Manager (Male or Female) any grade category.

Cromley is described as an example of what Customer Service Excellence should be in the federal government. She has demonstrated creative and innova-

amounts of money as well as significant improvements to DSCP’s mission performance.

Beverly Anderson has been described as someone who leads by example, a volunteer, an innovator, a coach and a role model. Those characteristics helped her win the award for the FWP Member category. Anderson, a commodity logistics specialist in the General and Industrial Directorate, is a dedicated and respected employee who exercises initiative and willingness in serving, planning, promoting and executing activities and programs that have a positive impact on the development of female employees in the DSCP work force as well as in her community.

In his speech to the assembled crowd, Mason added that women throughout DLA total 9,200 individuals and 42 percent of the work force. In comparison, the female work force at DSCP totals 1,553 individuals and 57 percent of the work force. “Those are good, representative numbers, but there is still a lot of ground to cover before women reach the level of equality in pro-

fessional life that we all want. It is up to us to do what we can to make sure this progress continues and accelerates,” he said. “We all benefit from the expanding opportunity.” ♦

*“Leadership in a
democratic society like the
United States of America means
firmness, not harshness...
understanding, not weakness...
justice, not license...
humanness, not intolerance...
generosity, not selfishness...
and pride, not egotism.”*

*- Gen. of the Army
Omar N. Bradley*

tive thinking in developing techniques and adapting methodologies to solve increasingly difficult problems and issues at DSCP and DLA. Her efforts have saved the Agency significant

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